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THE BUSINESS LETTER
ITS PRINCIPLES AND PROBLEMS

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BY

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AFFECTIONATELY DEDICATED
TO MY MOTHER
MARIE A. NAETHER

Agedum virtus antecedit, tutum erit omne vestigium.

SENECA, *De Vita Beata*, XIII., 5.

PREFACE

To those desirous of becoming better business correspondents this book presents in concise form the principles of modern business writing, together with typical problems offering opportunity for the application of those principles. Prepared by one who spent no little time at the correspondent's desk in the business office, out "on the firing line" as salesman, and in the classroom as teacher of business subjects, especially salesmanship and business English, the book should be of definite help:

1. To the student who wishes to secure a thorough grip on the fundamentals of business letter writing.
2. To the teacher whose need has been a concise "problem text" for use in the classroom in place of a detailed book.
3. To the business man who earnestly strives to improve his written messages.

The problem material for this volume comes almost without exception *fresh from the files of business men* in various parts of the country; in many cases the original letters have been used. For the sake of variety and completeness, numerous letters for oral or written analysis and discussion have been added.

The letters used as examples are not given as models of the best possible form. They are not without fault. They are merely used as illustrations of letters that were actually successful in getting the desired results in given business transactions.

To teachers using the book as a text the writer would suggest that they urge the students to whom problems are assigned *always to improve on the statement of the problem* as it appears in the text—to throw their best efforts into the solution they are seeking to effect, and in this wise to produce business letters essentially their own.

Lack of space forbids individual mention of over two hundred business firms which for a period extending over four years have so generously contributed material for the problems and illustra-

tions. The author takes this opportunity to thank all these firms for their hearty coöperation.

For constant encouragement in the preparation of this volume extending over a period of two years, for timely suggestions and helpful criticism, and for a final, painstaking reading of the manuscript, the writer gratefully acknowledges his indebtedness to Dr. George F. Richardson, his former colleague.

C. N.

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PART I

ESSENTIALS OF THE BUSINESS LETTER



THE BUSINESS LETTER

ITS PRINCIPLES AND PROBLEMS

CHAPTER I

THE MISSION OF THE MODERN BUSINESS LETTER

A Definition of a Good Business Letter

Every good business letter carries a message of importance to its reader. He who receives your letter must actually feel that his yes or no to what you propose is a matter of no little consequence *to him*. Of course, what you say in your letter must be correctly and clearly expressed so as to be readily understandable. But more than that, your written message must have a ring that is true, an individuality that is sincerely human, and an appeal that will conquer indifference because of power both attractive and compelling—a power hard to resist.

Your business letter to be good must do vastly more than merely carry a message. It must *deliver that message* promptly and without fail. This is of the utmost importance. Your letter is effective only to the extent to which it prompts its recipient to do immediately that which you wish him to do. It will accomplish this only if its physical appearance is so impressive and its contents so plain, interesting, and compact as to enable your reader to act in the shortest possible time and with the least possible effort. In other words, a good business letter makes it difficult for the recipient *not* to reply favorably and at once.

Use the letter then as one of your most valuable personal tools. Use it to convey in language that is terse, fitting, and agreeable, important ideas to the mind of another person so that he will accept them readily, and act on them willingly and heartily. Inject salesmanship—the power to arouse by timely, appropriate suggestion and

friendly argument trains of thought, sentiment and action agreeable and beneficial to both prospect and salesman, reader and writer—into every business letter to which you sign your name. It is the component of chief importance in most effective business letters. As a rule, without salesmanship your letter is not a living message; and though it may be read in whole or in part, the probability is that its suggestions will not be carried out: your efforts will be wasted; the letter will fail in its mission. With salesmanship your communication becomes a live, personal tool with almost limitless business-creating possibilities.

The Aim of the Business Letter

Your *every* letter should be fundamentally a sales letter. Its purpose should be to sell either goods or good will, or both. If it does not aim at securing profit directly, it should nevertheless pave the way for future business.

Undoubtedly, your letter will accomplish this best if it move its reader to a keen and cordial interest in its content and to a warm sympathy with your firm, your policies, your goods, and, most of all, your ability to serve your reader efficiently at all times. Your letter so written cannot fail to bring the man at the other end of the line and yourself into a close and sympathetic relationship that will sooner or later prove mutually profitable. To make such a relationship possible and lasting, your message must be sincere, reliable, and thoroughly “humanized,” so as to represent fully and truly you, the sender, on an important mission of business.

The Business Letter a Business Getter

The importance of the business letter as a stabilizer of old business and as a producer of new business is firmly established. Its true value has become well known only in recent years; consequently the uses to which it is being put and its effectiveness as a producer of business, and therefore profit, are constantly increasing.

To-day in numerous businesses the place of the expensive, personal representative or salesman is taken by the letter. Wherever the postage stamp is used, there you will find the business letter guarding and improving already established connections or creating new commercial opportunities. No matter how distant your prospect or customer, no matter how important the mission of your letter may be,

its traveling expenses, in fact its entire cost, is only a small fraction of what it would cost you to send a personal representative. The little postage stamp takes your message straightway, without interruption or formalities, right past the office boy, the stenographer's, or private secretary's desk, and delivers it to your reader. To a business man his mail is highly important. It almost always receives his careful, personal attention. That is because he knows the value of the letter as a builder-up of business.

What important business purpose is there that your letter, well-written and properly used, cannot serve effectively? Like a magic master-key it unlocks doors of business opportunities everywhere. There is hardly a business problem which you cannot solve by its many and ever new combinations. Here is the new customer who has just placed his first order with you. Immediately you employ the business letter to carry to him, who may be thousands of miles away, your personal welcome and hearty appreciation, thus laying a foundation for future good will and continued patronage. There is the prospect who has no or little intention of buying from you. To him go at proper intervals of time a number of your letters. In them you manifest a genuine, personal interest in his problems and suggest skillfully hitherto unknown reasons for buying. In other words, you employ letters to educate him in the uses of the product or service which you sell. Or, take the old customer who for some good, but unknown, reason has withheld orders. To him your letter carries thanks for past orders, tactful inquiry as to the reason for the withdrawal of business, and enthusiastic explanation of new policies, new goods, new uses, and new prices.

Furthermore, you can readily obtain every conceivable kind of personal and business information by means of written inquiries. You can settle your complaining customer's claim, regardless of its nature, satisfactorily by mail. You can safely intrust the collection of unsettled accounts to the letter. You can secure a coveted position by written application. There are many other ways in which the business letter can and will aid you, but those just enumerated will suffice to establish its almost unlimited application and its tremendous "pulling" power, if rightly used. It is not too much to say then that there is really no business worthy of its name which cannot make constructive use of business letters, and that a business is usually not much more effective than are its most common representatives—its letters.

EXERCISES

1. Prepare a written analysis of:

- (a) Yourself—as to character.
- (b) The business firm by which you are employed—or with which you are thoroughly acquainted—as to its work in the world.
- (c) The goods or services that are produced.

Now enumerate and describe briefly the characteristics the letters should have which you, as correspondent, would write for your firm, and the policies they should set forth and exemplify.

2. Investigate at first-hand the general business and especially the correspondence policy of at least two local firms. Then prepare a report similar to the one required in exercise one.

NOTE: If possible, try to obtain copies of the firms' letters to aid you in your analysis. Submit these with your solution.

3. (a) Secure a number of business letters from a local firm (preferably all written by the same person), and show in detail to what extent they possess the qualities of good business letters and to what extent they lack them.
- (b) Now suggest definite improvements in accordance with the views expressed in Chapter I.

CHAPTER II

THE CHARACTERISTICS OF THE MODERN BUSINESS LETTER

THE PLAN OF THE LETTER

Business to-day is largely transacted on the basis of efficient and intelligent service. Its every transaction demands a well-defined course of action—a plan. Since every business letter has a message of more or less importance, it has the power either to lose or to win business, and since business men and people in general are wont to attach much more importance to written words than to spoken ones, it becomes not only advisable, but imperative that every business letter be constructed on a sound and logical plan. The salesman with a well thought-out course of action is the one who most often gets sympathetic hearing. Likewise, the business letter constructed in accordance with a definite plan of thought and action is the one that is most likely to be accorded sympathetic reading.

Every business letter is written to impress certain ideas on another person's mind definitely, accurately, clearly. If these ideas are not clear and well defined in the writer's mind at the time of dictating the letter, the result will in most cases be a letter presenting trains of thought in more or less illogical order and in confused manner. Such a letter is unbusinesslike and inefficient, because it is only with difficulty that the reader can grasp and digest the sender's message—receive it. Furthermore, it takes an over-large amount of the recipient's effort and time to read and answer such a letter. All this waste of time and effort is avoided if the writer takes pains to formulate in his mind some plan for the thoughts he wants to pass on by means of the letter—of what he wants to say, and how he wants to say it. Such forethought saves the time and effort of no less than three persons: the dictator, the stenographer, and the reader. Needless to say, this important saving of time and money is in itself sufficient reason for building every letter according to a sound, logical scheme.

Definite outlines according to which special types of letters may be written with advantage will be found in later chapters. Suffice it to say here that a general plan for the business letter should reveal at least three distinct and fundamental steps in the composition and final presentation of the writer's thoughts:

1. The *beginning*, which is designed to meet existing circumstances and conditions and so to prepare the reader's mind to receive favorably the message of the writer.

2. The *message proper*, at once the backbone and the heart of the whole letter, in which the writer has developed clearly, definitely, and persuasively the principal thought he wishes to impress upon the reader.

3. The *close*, the usual purpose of which is to clinch the chief argument of the letter. It contains the final urge that is to move the reader to act in accordance with the writer's suggestions and wishes.

Suppose, for example, at the University of California a student in marketing has been asked to gather reliable data from business men on the subject of "Advertising California Oranges and Lemons" for the purpose of submitting a written report. In his search for information he finds it expedient to appeal to business men in person as well as by letter. In either case he must, in order to gain his end without much delay and difficulty, make his wish known in a manner that is plain, to the point, and action-compelling. He must outline as carefully as he possibly can the individual steps that are necessary to present his request so that it will bring him the desired results—the information he seeks—in the shortest possible time.

Necessarily these steps will be the beginning of the appeal, the appeal proper, and the close of the appeal; and they will be the same in both the oral and the written interview. In the beginning the student will, in a few words, disclose his identity and state the purpose of the interview or the letter as the case may be. This, in turn, will be followed by the message proper, in this case, a number of definite and relevant questions on the topic under investigation—Advertising California Oranges and Lemons. The close, the last step, will in the personal interview most likely consist of an expression of appreciation of the courtesy extended—the information furnished; in the business letter, it will no doubt be an expression of hope that the favor asked will be granted.

Assuming that an appointment has been arranged for, the personal interview might take this course:

Student: "Good morning, Mr. Byers. My name is White. As I stated in my letter to you, I am preparing a report on 'Advertising California Oranges and Lemons' in connection with my work in marketing at the University of California. I know that you have advertised California Oranges successfully for a number of years, and I'd appreciate your giving me some information on this subject."

Business man: "I shall be glad to answer any definite questions on the subject you may care to ask me."

Step 2 of the interview, the appeal proper, will proceed in the same fashion. It is nothing more than an interchange of questions and answers.

Step 3, the close, is usually brief and to the point:

Student: "Thank you very much for giving me this time and information, Mr. Byers. I appreciate it. Good-by."

The written appeal, the business letter, would follow the same general plan:

Dear Sir:

Beginning As a student in Marketing at the University of California I am gathering reliable data on the subject of

"Advertising California Oranges And Lemons"

on which I am preparing a report.

Message proper Knowing that you have been advertising California oranges successfully for a number of years, I am writing to you in the hope that you will fill out the attached questionnaire and return it to me in the inclosed, stamped envelope.

Close You may be sure that I shall appreciate whatever information you may see fit to give me in answer to these questions.

Very truly yours,

To produce effective business letters a correspondent should *always*, before dictating or writing a letter, formulate in his mind or on paper a simple but nevertheless definite plan of what he intends to say and how he had best say it, similar to the one just suggested and illustrated. If done persistently, such outlining will in time produce business messages that may be quickly read, readily understood, and easily acted upon. It is a time and trouble-saving habit which he who strives to attain proficiency in composing business letters will do well to cultivate.¹

¹Note at the end of this chapter suggestions for oral exercises to fix the idea of plan in the student's mind.

Having touched on the necessity of a plan for the letter, our next step will be to consider the principles that form the basis of a logically planned and well-written business message. These principles are carefully observed by correspondents of large, well-known and progressive business houses whose practices so far as form, arrangement, and general content of their letters are concerned, may well be looked upon as setting the standards of business letter writing.

THE LANGUAGE OF THE LETTER

The language in which the writer of a letter puts forth his thoughts is quite a reliable indicator of the character of the firm from which the letter comes. The question as to whether a business firm's policy is backward, conservative, or progressive is readily answered daily from the kinds of words, phrases, and sentences used in its ordinary correspondence, and the manner in which it uses them.

To make his spoken words effective, the salesman adds important gestures, winning smiles, the pleasing tone of a living voice, glances significant and reflecting his sincerity and enthusiasm—his own personality. Modern sales talk is devoid of the commonplace that sounds trite or stilted, but full of everything that awakens strong feelings in favor of the particular proposition. So it should be with business writing. A message of importance whose language is common, hackneyed, and lifeless lacks the power to impress itself on the human mind. It fails therefore to make itself seem important. Conversely, freshness, naturalness, and force in language give the necessary "pulling" power to an important piece of business writing to make it seem important. The purpose of business English is to influence others in the writer's favor. To make such influence strong and enduring, it is necessary to use words that in their freshness, appropriateness, and character represent one's thoughts best and in a new way.

Business talk and conversation have none of the cold, formal, dead, monotonous, meaningless, and personality-hiding phraseology that seems to persist in the business writing of certain firms unprogressive at least in so far as their correspondence policy is concerned. Why surround the business letter with an atmosphere of old age, vacuity, and debility by lengthening and burdening it with pet and stock expressions which mean nothing?

The language of the resultful business letter is progressive, suggestive, positive, and individual—in short, impressive. Such a letter prompts the reader to think and then to act, not by drawing his attention to its appearance, its words, or the manner in which they are used, but solely by drawing it to its meaning, its contents, its purpose—its ever-important message. The message is the life of every business communication. It must be “put over.” It will be “put over” if it is clothed in terms that mark their user as an individual of unmistakable character and distinct personality.

Business Writing Is Progressive

Modern business discards time-worn methods that have been proved ineffective; it therefore drops from its correspondence all terminology which, because of its all too frequent use and its years of use, cannot breathe forth the atmosphere of a living and successful business of to-day. It strives to express in its letters the spirit of progressive service, the hopeful and optimistic cultivation of everything that will tend to promote its own ends by furthering the cause of its customers.

The following illustrates the use of expressions that should be avoided because they are hackneyed:

We have carefully noted contents of your esteemed favor of recent date, and in reply thereto would state that we shipped your order of toothbrushes yesterday.

Hoping same will arrive in good condition, and trusting to be favored with future orders, we beg to remain.

Revision

We are glad to say in answer to your letter of August 6, that your order No. 678 for 500 XY Toothbrushes was shipped by express yesterday.

We hope this shipment will reach you in good condition. If it does, we know the brushes will please you, proving to be all we have claimed for them and all you have expected. We trust you will feel assured of our earnest desire and our ability to serve you well.

[NOTE.—This revision is merely suggestive. No writer should confine himself to a set form of statement, inquiry, or reply.]

The following list of expressions that are either faulty or out of date is not exhaustive, but merely suggestive. These terms are still to be found in many business letters, though their appearance, it is encouraging to say, is becoming less and less frequent.

LIST OF STOCK TERMS

1. Advise

Excessively used. Use only when actually giving counsel or information. Avoid using *advise* in place of *say* or *tell*.

Weak—Please return the defective generator to the factory, and upon its receipt we will *advise* you regarding credit for same.

Better—Please return the defective generator to the factory. Immediately upon its return we will write you concerning credit for it.

Or—We will write you concerning credit for your defective generator just as soon as our factory notifies us that it has received it.

2. As per, or, per

Lifeless and meaningless. Avoid the use of either in business letters.

Weak—As per our telephone conversation of this morning.

Better—In accordance with our telephone conversation of this morning.

Weak—Per your telephone this morning wish to advise that we have made careful search.

Better—In accordance with your telephone call of this morning, we made a careful search.

Or—We have made the careful search you requested in your telephone call of this morning.

3. At all times

Excessively used. Usually meaningless and unnecessary. Use *always* instead.

Weak—The writer will at all times take the greatest of pleasure in being presented with future opportunities of serving you.

Better—I shall always welcome opportunities of serving you.

4. At an early date, at your earliest convenience

Hackneyed and unnatural. Often entirely unnecessary. If time element is an important factor, refer to it in a more definite and natural way.

Weak—Naturally we are anxious to know what you think of this proposition and will therefore appreciate a line from you at an early date.

Better—Naturally, we are desirous of knowing what you think of this proposal, and shall therefore appreciate your writing us immediately upon receipt of this letter.

Or—Won't you drop us a line upon receipt of this letter, giving us your opinion on this matter. We shall appreciate it.

Weak—In view of the fact that the inclosed bill is now two months past due, we would ask that you remit at your earliest convenience.

Better—Since the inclosed bill is now two months past due, we must ask you to remit now.

5. At this time

Superfluous in most cases. Where necessary to complete meaning of sentence, use *now* or *at present* instead.

Weak—We have nothing to offer you at this time, and, of course, are not in a position to make any arrangements regarding our needs for the coming spring at this time.

Better—We having nothing to offer now, and, of course, are not at present in a position to arrange for our needs of the coming spring.

6. And oblige

Smacks of servility. Needless at the end of a letter.

Weak—Kindly have money order sent for this amount, and oblige.

Better—We shall appreciate your sending us money order for this amount.

7. Beg

Has no justification in business writing. Avoid using *beg* in these and similar connections: beg to acknowledge, beg to advise, beg to inform, beg to state, beg to remain.

Weak—We await your valued orders, and beg to remain.

Better—We shall appreciate future orders from you, which, we assure you, will have our personal attention.

8. Claim

Avoid the use of the following phrases: "You claim, you say, you state." They imply that you doubt the writer's word.

Weak—We note that you claim in your letter of July 5 that the fountain pen we mailed you was received in damaged condition.

Better—Thank you for writing us on July 5 regarding the condition in which you received your fountain pen.

9. Complaint

This word should never be used in the business letter because of its negative suggestion. Customers register not complaints, but claims, which need adjustment.

Negative—We are in receipt of your complaint of July 8 about prices on your last order.

Better and positive—Thank you for your letter of July 8, concerning prices on your last order.

10. Contents carefully noted

Can safely be omitted from all business writing. Trite. If you wish to emphasize the attention you have given to another person's letter, say "have read carefully," or, "have read with much interest."

Weak—Your letter of recent date to hand and contents carefully noted.

Better—I have read your letter of April 27 carefully.

11. Duly

Unnecessary in most cases.

Weak—We have duly received your letter of July 18th with regard to information desired by you in connection with your national advertising campaign.

Better—We have read with interest your request of July 18 for information to be used in connection with your national advertising campaign.

12. Inclosed please find

Please is entirely unnecessary here. Use it only when asking a favor. According to Webster *find* means "to come upon by seeking." *Find* is therefore incorrectly used in this phrase.

Weak—Inclosed please find check for \$75.00 in payment of our invoice No. 456.

Better—We inclose check for \$75.00 in payment of our invoice No. 456.

13. Inclose you

Omit the *you*. It is not needed here, it being understood that anything you inclose is meant for the recipient of your letter.

Weak—Inclose you herewith copy of letter received from the Northern Pacific Railway.

Better—I inclose copy of a letter received from the Northern Pacific Railway.

14. Favor

Use the word *favor* only when it implies that a kindness has been done or a courtesy extended. Do not use *favor* in place of *letter*.

Weak—Acknowledging your esteemed favor of recent date, we beg to state. . .

Better—We are glad to say in answer to your letter of August 8. .

15. Handing you

Out of date. Say "send you."

Weak—I am handing you herewith letter from the Miller Lumber Company.

Better—I am sending you herewith letter from the Miller Lumber Company.

Or—I am inclosing letter from the Miller Lumber Company.

16. Have before us

A pet and stock expression. Wordy and formal.

Weak—We have before us your valued favor of recent date.

Better—Thank you for your good letter of May 13.

17. Hereto

In the phrase "attached hereto." Used in this connection *to attach*

means to fasten to this letter. *Hereto* is unnecessary and should be omitted.

Weak—Answering your favor of June 21st, regarding copies of advertising circulars, would state that we are attaching hereto several of our latest circulars.

Better—In answer to your letter of June 21, we are pleased to attach several of our latest advertising circulars.

18. Herewith

Omit when used in connection with inclose. *Inclose* means to put within an envelope, and it already includes the idea of herewith.

Weak—We are inclosing herewith some of our advertising literature.

Better—We are inclosing some of our advertising literature.

19. House organ

Formal and rather indefinite. This phrase is passing out of use and giving way to the more expressive house paper or house magazine.

Weak—The March issue of *Coöperation*, our house organ, is being mailed you under separate cover to-day.

Better—We are sending you to-day under another cover the March issue of *Coöperation*, our house magazine.

20. Inst.

Abbreviation of *instant*, not *instance*. Inst., is no longer used to indicate the day of the month. Be specific, name the exact date.

Weak—We have your favor of the 9th inst., and are also in receipt of your catalogue.

Better—Thank you for your letter of July 9, and also for your catalogue.

21. Kind

Smacks of servile flattery when used in such phrases as "your kind order," "your very kind letter," etc. If a favor has been granted, express appreciation in a more definite and straightforward manner.

Weak—It is a pleasure indeed to have your very kind letter of the 12th.

Better—We are glad indeed to have your letter of June 12.

Or—We appreciate your good letter of June 12.

22. Line

Used indiscriminately to mean almost anything. It should not be used in place of business, or of line of goods.

Weak—Our Mr. Johnson will have our line on display at the American Hotel every Monday and Wednesday during the season.

Better—Mr. Johnson, our representative, will display our line of goods at the American Hotel every Monday and Wednesday during the season.

23. Our Mr. Miller

This expression, generally used to refer to a salesman, lacks refinement. Say simply, Mr. Miller, or, our representative, Mr. Miller.

Weak—You are advised that our Mr. Miller will have our line on display at the Stewart Hotel in Spokane every Monday and Wednesday during the season.

Better—We are glad to say that Mr. Miller, our representative, will display our complete line of goods at the Stewart Hotel in Spokane every Monday and Wednesday during the season.

24. Party

The use of *party* for *person* in business correspondence is incorrect. Only in legal writing and in telephone exchange should the word *party* be used to mean a person.

Weak—If you know of a party that would be interested in this proposition, please let me know at once.

Better—If you know of any one who would be interested in this proposition, please let me know at once.

25. Proposition

Excessively and aimlessly used. It means "that which is proposed, that which is offered, as for consideration, a proposal, an offer of terms."

Weak—Our proposition is to offer a discount not on rebuilt houses, but only on new ones.

Better—Our plan is to offer a discount not on rebuilt houses, but only on new ones.

26. Prox.

Abbreviation of the Latin word *proximo*, meaning *on the next*. No longer used to indicate the next month. Avoid misunderstanding by giving the exact name of the month. (See also *inst.*)

Weak—The state conference of the California B-B Club scheduled to meet on the 5th prox. is the first important conference of its kind to be held in San Francisco.

Better—The state conference of the California B-B Club, scheduled to meet on July 5, is the first important conference of its kind to be held in San Francisco.

27. Recent date

Unbusinesslike and indefinite. Be specific and give exact date.

Weak—We are to-day in receipt of your communication of recent date, inquiring as to the cost of Easy-Hatch Incubators.

Better—Thank you very much for your inquiry of February 20, regarding the cost of Easy-Hatch Incubators.

28. Same.

Excessively and incorrectly used as a pronoun in business letters. Use *it*, *they*, or *them* instead.

Weak—Regret to say we are obliged to make up order first, but will give same our best attention.

Better—We regret to say that we are obliged to make up your order first, but assure you that we will give it our earnest attention.

29. State

Cold and formal. Use *say*, or, *tell*.

Weak—Beg to state in answer to your favor of April 9th, that we are taking the matter of special discounts up with our sales department and that we will write you again soon.

Better—We are pleased to say in reply to your letter of April 9, that we are taking the matter of special discounts up with our Sales Department, and that you will hear from us within the next few days.

30. Take pleasure

Often formal and awkward. Say "we are glad," or, "we are pleased."

Weak—Your inquiry of the 7th inst., received and we take pleasure in replying herewith.

Better—We are glad to answer your inquiry of March 7.

31. Thanking you in advance

A phrase generally used at the end of letters in which a favor is asked. It is discourteous in that its use presumes the granting of the favor. Moreover, it implies that the writer will not write a letter of thanks after the courtesy has been extended to him.

Weak—I hope to receive your catalogue by return mail. Thanking you in advance for this favor, I am.

Better—I shall appreciate your sending me your catalogue by return mail.

32. To hand

No longer used. Use the correct form of the verb *to receive* instead.

Weak—Your favor of the 8th inst., informing us that our shipment of the 27th ult. has never been received by you, has just come to hand.

Better—We thank you for your letter of June 8, informing us that you have never received our shipment of May 27.

33. Ult.

Abbreviation of the Latin word *ultimo*, meaning the last month preceding the present. Out of date in business letters.

Weak—We have your letter of the 21st ult., which by the way must have been delayed in the mails for it reached us only yesterday, March 5.

Better—We have just received your letter of February 21, which must

have been delayed in the mails, for it reached us only yesterday, March 5.

34. Under separate cover

Indefinite and wordy. It is much better to state definitely the means and mode of sending or shipping that which cannot be inclosed.

Weak—Complying with your request of April 27th, we are to-day sending you under separate cover the last five issues of *The International World*.

Better—In compliance with your request of April 27, we are sending you to-day by Parcel Post the last five issues of *The International World*.

35. Valued, Esteemed

Avoid the use of either in such phrases as "valued order," "esteemed favor," etc., which are trite and out of date. Express appreciation of courtesies afforded or favors granted in a more straightforward and original way.

Weak—Your valued order of Jan. 7 for One Busy Boy, 5 HP. Gas Engine has just been received and will receive our prompt attention.

Better—Thank you very much for your order of January 7, for One Busy Boy, 5 HP. Gas Engine. We will give it our personal attention.

36. Will appreciate, will be glad, will be pleased

Will in the first singular and plural is used to show promise or determination. In the phrases given *shall* should be used. One can hardly promise to be pleased, to be glad, etc.

Wrong—I will appreciate your giving me the opportunity of a personal interview soon.

Right—I shall appreciate your giving me the opportunity of an early personal interview.

Wrong—If either of these patents appeal to you, we will be pleased to negotiate with you.

Right—If you like either of these patents, we shall be pleased to negotiate with you.

37. Will say, will state, wish to state, would say

Awkward and roundabout expressions. Out of date. Make your reply definite and natural.

Weak—Replying to yours of the 19th will say we are inclosing our latest general price list together with other printed matter.

Better—In response to your letter of April 19, we are pleased to inclose our latest general price list together with other printed matter.

38. Writer

Artificial and formal when used in place of direct personal reference, and for no specific reason. Its use at times is justified

in letters of application where too many "I's" would detract attention from the message.

Weak—Your letter of the 22nd ult. reached this office during the absence of the writer.

Better—Your letter of November 22 reached this office during my absence.

39. You people

Impolite and vulgar. Omit *people*, which is entirely unnecessary.

Weak—If you people know of a party that would be interested in this proposition as a cash buyer, I will pay 2% commission.

Better—If you know of any one who might be interested in this offer as a cash buyer, I will pay you 2% commission.

OBJECTIONABLE CONSTRUCTION

1. Omission of essential words

- a. The subject of the sentence, when a pronoun, is often omitted. Such an omission not only results in an incomplete sentence, but it also makes the tone of the letter curt and impolite.

Weak—Have yours of April 20th and note you are desirous of obtaining information concerning our house organ.

Better—We have your letter of April 20, indicating your desire to obtain information with regard to our house paper.

- b. Omission of the word *letter*. The word *yours* is frequently incorrectly used for *your letter*. At best *yours* is very indefinite.

Better—We have your letter of April 20, indicating your desire to obtain information regarding our house paper.

- c. Necessary words of the predicate or verb of the sentence are often omitted.

Weak—We have your letter of April 20 which indicates that you are desirous of obtaining information.

Better—We have received your letter of April 20 which indicates. . .

2. Participial construction

Avoid the use of participial construction in important positions—in the opening and closing sentences of a letter. It is one of the weakest constructions in the English language, wordy and unnatural.

Weak—Replying to your favor of the 24th inst., beg to state that your order for brushes was shipped on the 21st inst.

Better—In reply to your letter of January 24, we are glad to inform you that your order for brushes was shipped by express on January 21.

Weak—Trusting that we may have the pleasure of serving you in the future, we are.

Better—We trust that we may have the pleasure of serving you in the future.

3. Passive construction

Often used indiscriminately in place of active construction. It robs the sentence and letter of personal touch and character. Use passive construction when you have a good reason for wanting to be impersonal.

Weak—Our assistance will gladly be given to you on the lines solicited in your letter of January 20th.

Better—We shall be very glad to assist you in the matter outlined in your letter of January 20.

Weak—Replying to yours of May 4th, will say that your inquiry is very much appreciated.

Better—We very much appreciate your inquiry of May 4.

Business Writing Is Suggestive

Suggestion—the power to incite others to action by the use of external means—vitally affects the relationship of one person to another regardless of the particular nature of such relationship. All human beings are suggestible to a lesser or greater extent. The wise business correspondent utilizes this important trait of human nature by employing such terminology in his letters as will immediately produce certain definite feelings in the reader, who will by them directly or indirectly be moved to take the course of action put before his mind. Hence the business correspondent will use words and phrases that are full of meaning to the reader—words that will create in the latter's mind pictures of things he knows, and of experiences which he himself has gone through.

Suggestion plays an important rôle in the following excerpts from business letters:

1. Don't you dread cleaning day? Dread thinking of going over all the carpets with a broom, brushing down the hangings and the upholstered furniture, pounding the mattresses and breathing the dusty air for several hours?

Note how vividly this short paragraph brings to the mind of the housewife all the annoyance, trouble, and toil that make cleaning day a day to be dreaded and, if possible, to be avoided. Study especially the suggestive value of the phraseology employed: "going over all the carpets with a broom, brushing down the hangings . . . pounding the mattresses and breathing the dusty air for several hours." Its obvious purpose is to describe the negative aspects of cleaning day so realistically as to cause the reader to shrink from them. This paragraph illustrates the application of negative suggestion—the appeal to the sense of fear.

2. Long, heavy, snug-fitting wool wrists—thick, fluffy LAMB LININGS—short mittens—gauntlet mittens—driving mittens—automobile mittens—ALL SORTS of mittens.

In his endeavor to interest the prospect in gloves, the writer of this sentence makes a definite appeal to the sense of touch, and by the use of appropriate adjectives—"heavy, snug-fitting... thick, fluffy"—he suggests warmth and comfort—pleasurable reactions to the sense of touch—to his reader.

3. Let's take an aeroplane view of the Christmas situation. Look down on the crowds milling along the avenues. . . On the right side of State Street, jammed to the gutters. . . On the mass of buyers surging through Summer Street, Boston; Petticoat Lane, Kansas City; Market Street, San Francisco; Main Street, Anywhere. . . On the engineer's wife in her cabin by the new dam. . . On the captain's wife in Officers' Row at some far outpost. All with a shopping list. . . all out for SOMETHING DIFFERENT. Every mother's daughter of them willing and eager to buy, if you'll only tell them WHAT!

The purpose of the letter from which this, the introductory, paragraph is taken, is to sell advertising space in a national woman's periodical to retail and other stores shortly before Christmas. To awaken need for advertising in general the writer draws a vigorous word sketch of a multitude of eager Christmas shoppers who do not know just what to buy. His paragraph represents an effective effort to play on the reader's sense of sight. Such significant terminology as "crowds milling along the avenues . . . jammed to the gutters. . . mass of buyers surging" is certain to have an effect on any one whose mind's eye is not totally blind.

4. War's never over for the Northerner. He's continually battling sizzling heat or bitter cold. He is groaning over coal bills and heavy clothing expense. The city man bends under living's high cost, and cold weather diseases like pneumonia and bronchitis hide just around the corner waiting to nab him. (Negative suggestion.)

Here is another example of negative suggestion. There is a strong play on the reader's sense of fear—fear of extreme weather conditions in summer and in winter with their consequent worry over expense, and especially illness. The aim of the author of this particular paragraph, which is part of a letter designed to dispose of farm lands in Florida, is to stress the desirability and comfort of living in this state by setting in contrast to it undesirable and unfavorable conditions prevailing elsewhere.

Phrases such as "sizzling heat . . . bitter cold . . . groaning over coal bills and heavy clothing expense . . . the city man bends under living's high cost" . . . are well suited to affect definitely the reader's suggestibility.

5. Here's a card. Drop it in the mails. Why not this MINUTE? We'll send you—prepaid—a few of the BEST SELLERS. They'll PLEASE YOU A-PLenty.

6. Here's one of our envelopes—use a stamp on it! Just turn this letter over and write me on the back of it and tell me the trouble. And please do it NOW. I'd do as much, and more, for you. Will you DO it? I'm waiting.

The specific purpose of illustrations five and six is to induce the reader to write or to mail something—to incite him to unhesitant action. To promote and hasten such action the writer in a few words (Here's one of our envelopes—use a stamp on it! . . . Turn this letter over . . . Write me on the back of it . . .) pictures to the reader the steps which the latter is to take in logical sequence.

Observe also that the sentences in these illustrations are for the most part short. In other words, their physical appearance suggests to the prospect's eye not delay, procrastination, or difficulty, but instant decision and immediate action.

Suggestive language is used in good advertisements. The following are excerpts from advertisements:

1. Luscious, vine-ripened tomatoes, gathered fresh on farms where they grow large and sweet from specially selected seed, are at once made into purée and blended with sugar, creamery butter and tasty seasonings.

2. Flame and water destroyed the store, but the records were as good as the diamonds in the safe.

3. Crowded with berries and covered with cream, Paxson's Shortcake is the most delightful treat you could have.

4. Everything that belongs to a bride—from the white shimmer of her veil and wedding gown to the dainty flutter of her handkerchief—is described in this book.

5. It's pure, rich country milk—with the thick country cream left in.

6. The old way made such a burden of wash-day. Hours of rubbing on the washboard—turning and lifting and punching the heavy clothes in a steaming boiler. But now that is all over. There is a new way that makes washing merely an incident in the daily round instead of the grind it used to be.

Business Writing Is Positive

1. *As Applied to Suggestion Employed in Letters.*—The smile attracts; the frown repels. Applied to letters, suggestion that is positive, put in words that bring pleasurable thought associations, is more powerful than negative suggestion, or the appeal to emotions and sentiments that are more or less painful to their owner. Human nature much more readily and willingly responds to the appeal that promises pleasure or satisfaction in some form or other than to the appeal that brings pain. Only where it is desired to appeal to a person's sense of fear, are we justified in using negative suggestion. Even then it should be used cautiously.

The following examples illustrate the use of positive and negative suggestion:

Negative.—If you buy one of our dogs that doesn't prove satisfactory, we want you to let us know about it and we want to exchange with you. So if you get a dog that doesn't work right, we want to exchange with you and it is to our interest to give you a dog that will work for you, for then you will recommend our dogs and bring us more sales in your territory.

Positive.—Every dog purchased from us is guaranteed to be as represented in this letter. To protect you further, we will gladly exchange any dog you may buy from us, should you for any reason wish to do so. Above all else, we are in business to satisfy our customers; we hope you will give us an early opportunity to prove it to you.

Negative.—Now you understand that when we sell anything, we expect the CASH FOR IT AND WE DON'T SHIP OUT UNTIL WE RECEIVE THE CASH. That is the only way that we do business, so don't write and ask us to ship you C. O. D., for we don't know you, and for all we know you may never call for the shipment. We haven't got time to look up all of our customers so we sell for cash only.

Positive.—You will be interested to know that one important reason for our being able to quote you such attractive prices on our products is our cash in advance selling plan. By means of it we save a good deal of money that we would otherwise spend in obtaining credit information on our customers and in keeping their accounts. This substantial saving makes it possible for us to furnish you with an unusually high grade product at an extremely reasonable price.

2. *As Applied to the Tone and Spirit of the Letter.*—The tone of the business letter should be one of courteous, positive assurance and quiet confidence. An unpleasant, negative tone destroys business good will. It naturally irritates. It strains the relations

between the writer and the reader. It has no place in business writing. Its use is never justified. Likewise, the spirit of the letter should be such as to put the reader in a positive and receptive frame of mind. Letters that carry messages of quiet optimism, strong assurance, and a sincere, man-to-man desire to be of service have this valuable, business-creating quality.

Under no conditions should a business letter cast negative reflections on the efforts or products of a competitor, because such direct or indirect "knocking" is almost certain to arouse the reader's suspicion, to question the writer's motives, and to draw his attention to the competitor's goods. The time and effort spent in referring to competitive goods or policies is wasted: it should be devoted to pushing the writer's own goods.

Following are examples illustrating the points just enumerated:

Negative and Unpleasant.—Yours of the 20th ult. is a very unusual request, to wit, to send you copies of our ads. Your request is declined as we think that for the same purpose you can get all the material you want in your own city and it is our policy not to send out such information.

Positive.—We very much regret not to be able to comply with your request of July 29 for copies of our advertisements, as this would be against our policy. However, it might pay you to appeal to some of your local business men.

Negative.—We are returning $\frac{1}{2}$ of our last shipment of tires for credit. The other $\frac{1}{2}$ of the shipment was sold and made more trouble and dissatisfied customers than we care to have. The new tires that are marked were returned by purchasers while others that did not return them are complaining about the rotten deal they got.

Positive.—We are sorry to say that the last shipment of tires purchased from you has not proved satisfactory. According to our agreement we are returning one-half of this shipment to you to-day for credit. The few tires that are marked were returned by purchasers as entirely unsatisfactory. Moreover, we have received numerous claims of poor quality from those purchasers who have not yet returned their tires.

In view of these conditions we should appreciate your examining very carefully the tires which we are returning to you with the view of letting us know promptly the reason for their poor quality and of making proper adjustment.

Negative and Boastful.—You will find many incubators with more fads and frills and "special features," but ours have more sensible improvements and substantial necessities than any other machine now advertised.

Positive.—Surely you would not want to do without the many really practical improvements and modern conveniences which are characteristic of Easy-Hatch Incubators.

Business Writing Is Individual

The language used in a business letter should be selected with the purpose of expressing the character and personality of one distinct person. Besides the kind of words used, the manner in which they are used, the construction and length of sentences and paragraphs lend business writing individuality and character. In aiming at personality in business letters the writer should not try to "pose." Instead, the language of the letter should be natural, his own, and always suited to the occasion and the reader. Consistent endeavor on the part of the writer to express his own thoughts in his own words will do much toward making his letters individual and personal. Needless to say, individuality lifts a letter far above the common mass of correspondence so far as the amount of earnest consideration which it receives is concerned.

The language of the following two letters is not individual. Rather it is formal, stereotyped and time-worn. Both letters lack character and personality.

LETTERS LACKING INDIVIDUALITY

Dear Sir:

Your inquiry for All-Weather Coats addressed to the Everwear Rubber Company, New York, has been referred to the writer.

Would advise that we have in your city the following dealers who are handling All-Weather Coats:

Model Clothing Company

C. E. Erickson Company

Wm. E. Shipman & Sons

Believe that if you will call upon any of these accounts that you will find something in their stocks that will fill your needs.

Thanking you for this inquiry, we remain,

Yours very truly,

Gentlemen:

Acknowledging your esteemed favor of recent date, which expresses an interest in modern heating methods, would state we are sending separately catalogues showing BENTLEY boilers and BENTLEY radiators, and explaining in detail their many good features.

A BENTLEY heating outfit offers the best investment you could make

for your building, because it is a means of keeping it uniformly and healthfully heated at all times. Heat has such an important bearing on the life and welfare of the occupants of any building that it is simply a question of good policy to have that form of heating which protects the health, keeps one comfortable in any kind of weather, prevents dust, dirt and coal gas being circulated, etc. BENTLEY radiator outfits, besides, are extremely economical to run, reduce caretaking attention to the lowest point, are absolutely safe, will last a lifetime and have other interesting features, all of which are described in the catalogue sent.

Hoping you will decide with us that from every standpoint your best interests will be served by installing a modern BENTLEY heating outfit, we are,

Yours very truly,

LETTERS POSSESSING INDIVIDUALITY

Here are two letters that express well the character of their writers:

Gentlemen:

With reference to your courteous note of today, I have to say that your request is already granted with alacrity and pleasure.

In point of fact if the good service which I have already received in the brief time I have been here is maintained, you will in addition receive my gratitude.

As an instance, I turned my laundry in at 8:30 this morning. At 4 o'clock this afternoon it was back in my room, and all well laundered. This is only typical of the service I have thus far received.

People are prone to register complaints. How few of us ever file an appreciation of good and efficient service. Let me be one of these.

Yours in the same spirit in which you wrote me—a believer in reciprocity.

Sincerely,

My dear Mr. Stevenson:

In response to your request of June 20, we are enclosing several menus at \$5.00 and \$6.00 a cover, for your approval. Your choice of these menus we shall be delighted to serve on the Fourth of July.

You have my personal assurance that no detail of this affair will be overlooked, and no effort will be spared in any direction to make the occasion a most enjoyable one.

Any suggestions you may have to offer relative to the enclosed menus, and any changes you think desirable, have our cordial solicitation.

We assure you of our hearty appreciation of your interest, and await your further advice.

Yours very truly,

THE PROBLEM OF THE LETTER

Business letters are written to be read. They are not likely to be read unless the writer shows that he is in complete sympathy with the reader. The chief aim of all successful business letter-writing is to *get in tune with the reader*. Imagine your customer and reader sitting right in front of you at your desk. You have just greeted him with a smile and a cordial handshake. You are now facing him squarely, man-to-man, ready to get his view of the important matter which you wish to discuss with him in a way best suited to his personal disposition, his station in life, and his character. Everything you do or say during the conversation will conform to your impression of the man who is now looking you in the face, and will be in harmony with his personality.

There is no better means of getting in tune with your reader than by taking a sympathetic interest in him and in his affairs. Your reader is first, last, and always interested in *his* own precious self, *his* person and *his* immediate environment, *his* home and business, *his* profits and losses, *his* problems and their solutions. He will therefore consider the advantages or disadvantages of any offer made to him in a business letter as they would affect his welfare and that of his business. If he himself concludes that he is likely to derive some real benefit or measurable satisfaction from the offer, he will in all probability accept it. Otherwise, he is certain to decline it, no matter how attractive it may be in other respects.

Adjustment to the reader is founded on a more or less thorough knowledge of the reader himself, his characteristics, his surroundings, his work, his concerns and his ambitions. Information of this nature is best obtained by talking with the reader personally. Where this is not possible, salesmen and business men with whom the reader deals, their reports concerning him, papers and trade publications which the customer reads, and any previous correspondence which the firm has had with the customer will throw sufficient light on the reader and his general interests to enable the correspondent to put the former in a class with persons whom he knows well.

Its Form and Appearance

Persons who receive business letters are accustomed to see them conform to certain standards of business usage. Their first im-

pression of a letter is gained from the general form and appearance of the letter as a whole. To insure a favorable first impression, upon which depends much of the success of any letter, it should be made attractive and pleasing to the reader's eye in all its mechanical details.

In form the letter should be correct and in complete harmony with the standards of usage followed by the best business houses everywhere. In no wise should the form be such as to attract the attention of the reader to itself and away from the real aim of the letter, which is, to get a full reading.

In appearance the letter should be neat and business like. The typewriting should be clean, fresh, and uniform, with no strikeovers or erasures. The spacing and margins should be even and consistent. For ordinary business correspondence a black or blue typewriter ribbon is best. Misspelled words often render unpleasing the appearance of a letter that is in other respects businesslike. It should be error-proof in this regard.

Its Language

In addition to the essentials mentioned previously under a similar heading, the language of the business letter should be clear, correct, and concise (*see also* page 8)

1. *Clear*.—The ideas set forth in the letter should not be obscure. They should be seen in all their details and in their proper relationship. No deep study should be required to discern the import of the sentences as they appear on the letter sheet. Their meaning should be clear. The message they convey should be plain and definite. Furthermore, the terminology used by the writer should admit of but one interpretation—at once apparent to the reader. It should be a terminology with which the recipient of the communication is thoroughly familiar, and which he probably would have used to express himself. All in all, the language of the letter should be so clear that the reader will grasp the meaning of the message it brings by reading the letter *once*.

The language of the following letter is not clear. It represents, perhaps, the extreme of obscurity with which the business man is called upon to deal.

Illustration:

My Dimond ring was to Big for me I sent it back. To get a smaller ring siz 8. That will be kind of big too may be little different in sizes.

It was a dandy I hope I can get the same kind of ring in my size. I send it back in the same box. Please rush my order again.

Revision:

The diamond ring which I recently purchased from you is too large. I am therefore returning it to you today by insured parcel post. Please exchange it for a size eight ring of the same kind, which I like very much.

I shall appreciate your sending me the ring just as soon as possible.

2. *Correct.*—Errors in grammar, spelling, punctuation, sentence structure and the like are costly because they consume a large part of the reader's time and attention, which should be devoted to the contents of the letter. No matter how important a business letter, if its language is faulty, it will invariably receive less thoughtful and interested consideration than it would otherwise. In fact, faulty language will not infrequently cause the reader to doubt seriously the business standing of the sender. At best, it is indirect, negative suggestion which has no place in constructive business letter writing.

Illustration:

As you doubtless know, this is the largest business college in the Middle West and can give you the finest sort of commercial training along any particular line that you may wish, no matter what subjects you wish to take up we can arrange your work to include them.

Revision:

As you doubtless know this is the largest business college in the Middle West. As such it can give you the finest sort of commercial training you may wish. No matter what subjects you may want to take up, we can arrange your work to include them.

3. *Concise.*—A business letter is concise when it is brief and comprehensive. Though the actual wording of the letter be compressed into the fewest possible words, its whole meaning and message is yet clear and complete to the one for whom it is intended. Conciseness is a time and labor saver—through a saving of words to be dictated, written, and read. It is a valuable way of saving time and money.

Illustration:

(Wordy)

As we are informed that you are coming to our city to reside to become associated with our good college, we are taking the liberty of writing you to offer the services of our institution and to extend to you an invitation to make our institution your banking home.

Revision:

As we have learned that you will soon be associated with our good college, we take this opportunity to welcome you to our city, and invite you to make this your banking home.

Its Point of View

As already stated all business letters are sales letters in that they sell either goods or good-will, or both. The recipient of the letter is interested in our goods or good-will only in so far as they will benefit him, his family, or his business. His interest in this respect is purely self-centered. He will be inclined to read a letter only if it is written with his interest in mind and from his point of view. Nothing else matters to him.

To reach and win the reader then, it is necessary and advisable to use the pronouns "I" and "we" only where they will do good, and to let the pronoun "you" be the predominating one in every business letter. In other words, the reader is made to *feel* that the writer has his interests at heart. That this "you" attitude should predominate in all business letters is self-evident, since the ultimate aim is always profit. Numerous "you's" *tactfully employed* will strengthen the appeal of any letter. They produce on the reader an impression of sympathetic interest which he is sure to become aware of, and to act in accordance with sooner or later.

Illustration:

(lacking the "you" element)

Dear Sir:

We have your favor of the 25th ult., and have pleasure in inclosing herewith circular showing our LIGHTNING-LITE and several of its uses.

THE LIGHTNING-LITE is the most practical portable lamp on the market at the present time.

Several of the uses of the LIGHTNING-LITE are illustrated in our catalogue, which also describes the lamp fully.

Trusting to hear from you further, we remain

Yours very truly,

Revision:

Dear Sir:

In compliance with your request of June 25, we are pleased to enclose circular illustrating LIGHTNING-LITE and the many uses to which you may put it.

On page three of the circular you will find various good illustrations of this practical portable lamp that will interest you. For a complete description of LIGHTNING-LITE, and for prices, please turn to page five. Note on the same page our five-year guarantee of full satisfaction or money back.

LIGHTNING-LITE will enable you to have a wonderfully bright and pleasant light when you want it and just exactly where you want it. It will save you many steps and many valuable minutes every single day.

Why not try LIGHTNING-LITE for five days at our expense?

Your name on the inclosed, stamped card will bring you LIGHTNING-LITE in just the style you wish, and right away. Mail the card now while you think of it.

Very truly yours,

Illustration:

(lacking the "you" element)

As we mentioned before, our first idea in bringing out and perfecting this canvas house was to provide a portable open-air structure to be used for outdoor sleeping purposes. In other words, it was our idea to make it possible for every one to enjoy the benefit of outdoor sleeping without building a sleeping porch.

Revision:

ALL-YEAR-PORTABLE-OPEN-AIR-HOUSES were designed to make it possible for you to enjoy sleeping in the great out-doors whenever and wherever you like, and at a reasonable cost to you.

Its Tone

The tone of a business letter suggests the spirit in which it was written. It reflects the writer's general mental disposition and especially his own personal attitude toward the person addressed.

Most important of all, the tone of a letter should be such as to leave no doubt in the reader's mind that the message is meant for him, and him only: it should be personal.

A fixed purpose underlies the writing of every letter. Whatever that purpose may be, it is likely to be accomplished in less time and with less effort if the customer is approached not only in a personal, but also in an enthusiastic manner. Enthusiasm lends letters an essentially human element by creating sympathetic emotions and favorable attitudes. And, enthusiastic letters are almost always read. That is true because enthusiasm attracts. It is often irresistible. It is always "catching." Enthusiasm warms the reader to the writer's cause. It is a powerful and fundamental

factor in the establishment of a close, warm, personal relationship between the writer and the reader.

Finally, the tone of a letter should help the reader to realize and to feel the deep regard and the warm respect which the writer has for him and his feelings. Such a regard, frank and sincere, is always keenly felt and appreciated by the reader. More than that, it makes easy and smooth the way of the letter, removing friction and difficulties. It penetrates far deeper than does mere politeness—outer form: the proper number of “pleases” and “thank you’s”—in that it touches chords of responsiveness which cannot fail to make the tie between reader and writer finer, stronger, and more promising of results. This, then, is tact. Taken all in all, the tone of a letter, like the sound of a living, human voice, should be sincere, personal, enthusiastic, and tactful. No letter the tone of which has these essentials will go into the wastebasket—unread.

Illustrations:

1

Dear Sir:

It's fishin' time and the bass are biting! One good, healthy “strike” and then the sing of the reel as the fight for freedom is on. Sweet music to the angler's ears—these words.

Yet, after all your business is a whole lot like fishing. You must use good tackle and the best bait; know when and where to fish. Then you must go after them. You are the fisherman, Lloyd Chasses your tackle, and Guaranty Bodies the luring spinners to get a “rise” out of the wily, business-like prospect.

The big boys—the fish you want to land—ignore ordinary bait; and so do your prospects. You must give them something compellingly attractive, different in appearance and results. So, in the Guaranty Line we offer a varied assortment of the most popular models made. No matter what the need, there's a body around which you can visualize your argument, a feature that grasps attention, a service asset that puts the sale across.

And we can ship at once too, for our large production is now a reality. Spacious mill room facilities and high speed machinery will soon double our former output, and orders today are being filled promptly. Specifications placed now will reach you in time for the big “catch” no matter what kind of business you may be fishing for, or where you are doing your fishing.

It's great sport—this fishing for business. Your territory is abounding in live prospects on every hand; yet like the fish they have a habit of attending strictly to their own business until lured away—oftentimes the

only bait is a simple story of truck independence of economy as told by your competitor. So why sit idly dreaming of the fish to be caught—let's "cut bait" and get busy—go fishin' and catch 'em.

Yours very truly,

2

Dear Mrs. Ogden:

We should very much like to use the poem you have sent us, but our advertising policy does not allow us to use material of this nature.

It is kind of you to write to us and to give us this opportunity, and we appreciate it.

Years ago we used rhymes in advertising. However, that custom has been abandoned and the rhymes have been replaced by more modern forms of advertising. Styles in advertising change, as in everything else, you know.

We want to thank you for sending the poem to us, and for your appreciation of Purity Soap.

We are sending you a recipe book which we hope you will enjoy reading and using.

Respectfully yours,

THE PURITY SOAP COMPANY.

Have you ever tried Purity Soap Powder for laundering dainty things? We are sending you a sample to try.

Its Expression of Character

There is really no single aspect of the problem of the business letter more important than that of writing the letter so that it will have character. There should, in other words, be a distinct expression of the writer. In the letter this expression may be found in its form and appearance, its language, its point of view, and its tone. The composite impression that the writer gives of himself in these important respects will result in a certain more or less distinct conception of his personality and character, by which he may be judged and classified. To make this impression strong and lasting, it is necessary that his better self be projected on the written page in a pleasing, frank, and positive way. If this is done, the result will be a letter with personality and character.

Illustrations:

1

Dear Sir:

It is not our practice to put on THE COÖPERATOR'S mailing list any one outside of our own organization or who has not a house magazine to exchange.

In your case, however, we deem it a privilege to comply with your letter of November 21. We are therefore instructing that your name be placed on our regular mailing list, and also that you be sent all back numbers of The Coöperator.

We are always willing to lend our best efforts to the up-building of men and women. In this connection it may be of interest to you to note the requirements we insist on a man having in order to become and remain a member of this organization. These requirements are very clearly set forth in the little booklet "WANTED MEN," copy of which is inclosed. We will not have in our employ a man possessing any of the habits mentioned therein.

We shall be interested to know what you think of The Coöperator.
Yours very truly,

2

Dear Sir:

Yep! I finally got in business "on my own." How do you like the new letterhead? This doesn't mean that I have dropped the direct-mail-advertising altogether—still on tap with good advice (modestly) for old friends—but my long suit from now on will be PRINTING—printing with a sales punch!

I'm going to drop in on you one of these days with a sample-book, and try to explain what "Typography" really means. To know typography you have to know my partner—he eats type in the daytime, and dreams about it when he is not trying to learn more than he knows. But, on the level, Letsch has the rare knack for figuring it all out in advance, and then setting it up—he is seldom wrong. I'm for telling the world that I have SOME partner, and I have yet to over-sell his service.

If this suggests anything to you, hop on the 'phone, and I won't have to postpone my first visit.

Here's my card *
(Signed) WALTER MORRIS.

THE IMPORTANCE OF OPENING AND CLOSING SENTENCES

Opening Sentences

The opening sentence of a letter is seen and read first. On its effectiveness depends the reading and consideration of many a business letter. Its purpose is to get on the reader's side at the start, and to get in tune with him from the start. Beginning sentences create first impressions. These impressions must be so favorable and promising as to cause a reading of the entire letter.

* The writer's calling card was pinned to the letter.

The important position of the first sentence is best taken advantage of by having the sentence convey in an enthusiastic, cordial way a definite idea that is of some importance and interest to the reader. This important idea will strike his attention only if it is clothed in words that are fresh and impressive, and not in hackneyed, meaningless and unsympathetic phraseology which so often nullifies the effect of an otherwise good business letter. Opening sentences of good, every-day business letters usually contain some expression of courtesy combined with a statement of interest and value to the reader. Where it is necessary to acknowledge a letter, such acknowledgment should be skillfully woven into the first sentence with the subject of the letter.

The following examples will illustrate what is meant by effective and ineffective opening sentences:

Bad: Referring to yours of December 31, requesting a change in your order No. 1229, wish to state that this correction has been made and that on suit No. 6200 the size now reads 38 instead of 36.

Better: We were glad to change the size of suit No. 6200 on your order No. 1229, from 36 to 38, in compliance with your request of December 31.

Bad: Replying to your favor of the 15th inst., in regard to the piece of #3314 Embroidery Linen, beg to advise that these goods are now in transit and we hope to be able to ship same in a very short time.

Better: We are glad to say that the piece of No. 3314 Embroidery Linen, concerning which you wrote us on February 15, will be shipped in a very short time.

Bad: We are in receipt of your order No. 192, given our Mr. Allen, and calling for Mens and Boys shoes. Carefully note styles and sizes.

Better: Thank you very much for your order No. 192, given Mr. Allen, our salesman, for men's and boys' shoes, the sizes and styles of which we have carefully noted.

Closing Sentences

The closing sentence of a letter is seen and read last. It makes the last impression on the reader and so often lingers longer in his memory than does any other part of the letter. The business letter should end with a statement of importance *to the writer*. It may be that this will consist merely of an expression of courtesy to show appreciation of favors granted, or orders given, or it may be that it is in effect an important suggestion to induce the reader to take the action which the writer wishes him to take, such as granting an interview, signing an order blank, mailing a card, calling a tele-

phone number, and the like. Whatever the nature of the thought expressed in the closing sentence of the business letter, it should, on the one hand, be important because of the attention-receiving position of the last sentence on the letter sheet; on the other hand, it should be expressed in language so well chosen as to make the important thought in the important position attractively and enduringly impressive. To gain this end the use of participial construction and of stock phrases should be carefully avoided in last sentences, for well-known reasons which have already been stated. In other words, a business letter should end in a natural and positive way without unnecessary and meaningless phraseology.

Bad: Trusting this may prove satisfactory and that we may hear from you when to make reservations, we are.

Better: We hope that this will be satisfactory to you, and that you will soon give us the pleasure of making reservations for you.

Bad: Thanking you for the above order, and awaiting your further business, we remain.

Better: We thank you for this order, and hope it will be followed by another.

Bad: Regretting our inability to send you the books at this time, we are.

Better: We very much regret our inability to send you the books now.

Bad: Trusting these goods reach you in due time, we remain.

Better: We hope that these goods will reach you promptly.

Bad: Thanking you in advance for a reply with an order from you in the near future, we are.

Better: We trust we shall have the pleasure of hearing from you and of filling your order in the very near future.

Bad: Trusting that we may have the pleasure of sending you some samples, we beg to remain.

Better: We hope we may have the pleasure of sending you some samples.

Or: Please let us send you some of our attractive samples now.

Exercises for Use in Class

In business most letters are spoken—dictated, and not actually written by the composer. Practice in oral composition is therefore essential. In using the exercises printed below it is suggested that the teacher ask each student to hand in a written plan of the oral composition he is about to make before the class. It will also be found desirable to hold the student to a definite amount of time for his recitation. To make oral work effective the entire class

should be induced to take a lively part in it. This may often be accomplished by asking different members of the class *first* to point out and discuss the good points of the speaker's work and *then* to criticise weak points and to offer suggestions for improvement. In cases where students are diffident about "speaking up," it will be found advisable to have the class hand in written comments, which may be read aloud or not as the teacher sees fit.

The manner in which the work in oral composition is carried on will depend to no small extent on the type of student with which the instructor is dealing and also on the office equipment available for such work. It is clear that while speech-making has a definite value for the student, it certainly is not the kind of oral composition that the business correspondent is called upon to do when he sits down to dictate a letter to his stenographer or when he transmits his spoken thoughts to a dictating machine. Teaching students to compose business letters orally in class should be made to resemble the business man's process of dictation—the talking to another person—if at all possible. This highly desirable condition may be produced by having certain members of the class act as stenographers for others for certain assignments. Where such dictation practice is not feasible, dictating machines may be utilized with excellent results.

The exercises given below are miscellaneous in character. They are, of course, only suggestive and should be changed and adapted to class conditions. They may be used for speech-making (provided neither stenographers nor dictating machines are available) or for class dictation work.

1. Assume that it is your part to write a term report on any two of the topics given on pages 506-509. To secure reliable data for this paper you find it necessary to interview local business men.

You are now asked to prepare a written plan showing the individual steps on which you intend to base your personal, oral request for information. Your plan is to include not less than ten relevant and inclusive questions on the subject which you are investigating.

Be prepared to give your appeal to the business man for data before the class, and also to defend your plan.

2. Assume that in the institution which you are attending a number of earnest students are greatly interested in Advertising or in some other subject. Though in the past there seems to have been a good deal of talk of forming an Advertising Club, nothing definite seems to have come of it, largely because some one failed to take the initiative in the matter.

You are now asked to suggest to your class a scheme for the organization of an advertising club. Furthermore, you are to present it in a five-minute business talk before your class. Preparing and handing in a written plan or outline of your proposed talk is, of course, part of your assignment.

3. For some unknown reason the business men of your locality have in the past failed to support athletic events, such as football games, etc., of your school to any appreciable extent. To remedy this condition it has been decided to send out students to make personal appeals to the local business men for better support of these school activities.

Assume that you have been appointed a member of the group to make this school drive, and that you have been given the names of three prominent local business men, engaged in three different kinds of business, on whom you are to call for the purpose just explained.

Write a plan of the appeal which you intend to make when you are face to face with each business man. Be prepared to make your plea before the class and to answer any objections which might be voiced against it by the business man whose support you are soliciting.

4. Assume that yesterday you gave the cashier of a local restaurant a silver dollar in payment of a meal which you had just taken there. After she had passed you the change and while you were making ready to take a chair in the lobby of the restaurant only a few feet away from her desk, she called to you in an angry tone of voice and so that a number of guests could plainly hear it: "Say, I want a better dollar than this. I won't take any counterfeit money. See here, I can cut the edges of your dollar with a knife."

You took back the silver dollar without question or argument and gave her a one-dollar bill at which she looked very suspiciously before she finally put it aside. When you called her attention to the tactless and insulting nature of her remarks, she became again indignant and flatly refused to apologize for her unbusiness-like conduct. Asking to see the manager, you were told that he was out of town and that he would not be back until the day after tomorrow.

Since in the meantime you are obliged to leave town, you are unable to complain personally to the manager of this insulting treatment accorded you, a steady customer of the restaurant for over two years. You therefore decide to call the matter to the manager's attention by means of a letter.

You are now asked:

1. to set forth in outline form and in their logical sequence the various key thoughts that will form the basis of your letter;
 2. to be prepared to dictate from this outline the entire letter of complaint.
5. The following ad attracted your attention in today's paper:

WANTED FOR SUMMER MONTHS. Students with or without selling experience can

earn big vacation money doing refined educational work. No canvassing. Address Mr. Jordan, Hotel Bonita, City.

You are interested in this advertisement for two good reasons: you want to earn as much money during the summer vacation as possible, and you also want to get as much experience in selling as you possibly can.

You are now asked:

1. to prepare a plan for a letter designed to ask for full details concerning this educational work;
2. to be ready to dictate the entire letter from this plan.

MISCELLANEOUS EXERCISES

1. Refer to the list of stock terms on pages 10-18.

(a) Prepare a list of stock terms which you yourself have been in the habit of using.

(b) Now use each one of these stock terms in a complete sentence as they are commonly employed, *underscoring* each stock expression.

Then revise your sentences thoroughly, *underscoring* the terms put in place of the faulty ones, and giving reasons for your revisions.

2. Again refer to the list of stock terms on pages 10-18. Now rewrite in your own words all illustrative sentences there labelled "weak."

3. From a newspaper or magazine clip at least five advertisements the language of which shows some good suggestive business writing.

(a) Name the sense or senses appealed to in each of these advertisements.

(b) Make a list of the words or phrases that are designed to create clear mental images, and say why, in your opinion, they are effective in their respective places.

(c) Write in your own words five advertisements similar to the the ones which you have just analyzed, making as strong a sense appeal as possible.

4. Creating as effective and vivid word pictures as you can, prepare advertisements as follows:

(a) For creamery butter.

(b) For automobile robes.

(c) For revolvers.

(d) For canoes.

(e) For home-made bakery goods.

(f) For high-grade restaurant service.

(g) For a football game.

(h) For a moving picture play.

(i) For a talking machine.

(j) For an electric fan.

5. Rewrite illustration 1-6 on page 20 in your own words.
6. Refer to the examples of negative and positive suggestion given on page 21, and state definitely why they are positive or negative, as the case may be.
7. (a) Submit two advertisements which in your opinion contain much harmful negative suggestion, and suggest in what respects they may be improved.
(b) Now prepare advertisements to take the place of the ineffective ones.

Opening and Closing Paragraphs

Rewrite the following paragraphs:

8. We beg to acknowledge receipt of yours of recent date in which you claim that the second pair of shoes which we sent you was also too small.
9. In reply to your esteemed favor of the 25th inst., beg to advise that both your orders have already been shipped.
10. Your valued order of the 10th instant is at hand, and are giving same our prompt attention.
11. We beg to acknowledge receipt of your order for 50 bags of sugar, for which accept thanks.
12. In reply to your esteemed favor of the 30th ult., wish to state that the matter is having our careful attention.
13. We are in receipt of your favor of the 29th ult., relating to loss on your new barn, and beg to advise that we have given orders to have carpenter make the repairs and bill you accordingly.
14. We have carefully noted contents of your esteemed favor of recent date, and in reply thereto beg to state that the brushes we shipped you were the special size, and our best price for one-half dozen of these would be 50 cents each.
15. Thanking you for the order, and trusting that we may hear from you again in the near future, we are.
16. Trusting that we may have the pleasure of sending you some of our samples, we remain.
17. Thanking you for your inquiry, and assuring you of our desire to serve you, we are.
18. Hoping to get an order from you soon, we are.
19. Hoping that it will be convenient for you to make remittance soon, we beg to remain.
20. Thanking you in advance for a reply and hoping to be favored with an order from you in the near future, we are.

Rewrite, correcting all errors, the opening and closing parts of the following letters:

21. Dear Sirs:

Acknowledging receipt of yours of even date, we beg to inform you that we will be pleased to offer you a reasonable line of credit that our business interests will justify.

Trusting that you will take advantage of these liberal accommodations and hoping to be favored with your business, we remain,

Yours very truly,

22. Dear Sirs:

Your letter of recent date is at hand and contents carefully noted.

Thanking you in advance for your prompt attention to this important matter, and hoping to hear from you by return mail, we are,

Very truly,

23. Gentlemen:

Your favor of the 9th ult., has come to me in the nature of a big surprise, for I had no suspicion whatever that anything had gone wrong with your order; but upon investigation I discovered that your failure to receive the quality of goods ordered is due to a mistake made in our shipping office during a heavy rush of Christmas business by which we have been rushed for the past three weeks.

Hoping that this arrangement meets with your approval and trusting my apology may be accepted, we remain,

Respectfully,

24. Dear Mr. Shipman:

In acknowledging receipt of your valued letter of the fourth instance just to hand, please find inclosed our check for \$150 to cover your traveling expenses for the past two weeks.

Wishing you further good luck, we beg to remain

Cordially,

25. My Dear Madam:

In reply to your esteemed favor which seems to have no date, I am sending you our complete catalogue in which you will find listed all the styles of phonographs which we have with prices attached.

Thanking you in advance for your kind order, and trusting this information will be entirely satisfactory, we beg to remain

Yours very truly,

26. Gents:

Yours of the 28th ult., in which you complain about prices, claiming that those charged you on your last order were too high, just to hand.

Trusting that this explanation will prove satisfactory and that you will reconsider your intention of returning the goods to us at this time, we are

Truly yours,

27. Dear Sir:

Referring to the July copy of your house organ Power to which you refer in yours of recent date, would say that I have not yet received same.

Thanking you for your letter and looking forward to the receipt of Power with much pleasure, I am

Very truly yours,

28. Dear Sir:

Your inquiry of March 9th has been duly received and we wish to thank you for same. We are inclosing herewith booklet of KEO recipes which we trust will meet with your approval.

Thanking you for this inquiry and anticipating the pleasure of receiving your valued orders which we will give our prompt attention, we are,

Very truly yours,

CHAPTER III

THE DRESS OF THE MODERN BUSINESS LETTER

The Importance of Correct Business Stationery

A well-dressed salesman has a better chance of winning an interview than has the one whose clothing is either shabby or flashy. In like manner, a letter written on stationery that is good in quality and correct in form will more often win a sympathetic reading than will the letter that attracts attention to its cheap paper and to its poor or eccentric form.

The dress of a salesman makes an important impression upon the prospect before a single word has been spoken by either. Likewise, the dress of a business letter makes an important impression upon its recipient before he has read the first sentence. To produce a first impression that is both pleasing and enduring the stationery on which the letter is written should conform to the best business styles that are in vogue to-day.

Paper.—Most important of all, the paper should be of good quality. A white bond paper of medium weight that will not easily crumple is best. Firmness of texture is also desirable, since the touch of a good, strong paper will give the reader an impression of substantiality and quality which he is most likely to transfer to the contents of the letter and the character of the writer. Papers of delicate, neutral, and light tints are justified where their color is intended to express individuality and distinctiveness, or is intended for some special purpose such as to indicate the department of the business by which the letter is written, and not merely used to gain attention.

Size.—For all every-day correspondence the majority of progressive business houses use a letter sheet $8\frac{1}{2}$ x 11 inches in size. Because of its general convenience and standard size this particular sheet is given preference over the half sheet, even in the case of short letters.

The envelope should match the letter sheet in quality and color of the paper. The standard business size is $3\frac{1}{2}$ x $6\frac{1}{2}$ inches.

The upper left-hand corner of the business envelope bears in rectangular form of reasonable size the writer's return card. Its color, general form, and appearance conform to those of the letter-head. Some business firms that wish to give their letters a social appearance place the return card on the back flap of the envelope.

Letter-head.—Its purpose is to give the reader in concise, clear, and attractive form certain essential information concerning the writer's firm: its complete name and address, its telephone number and cable address, the nature of its business, and, possibly, its trade mark. In addition to this many letter-heads will be found to contain a complete list of the firm's products, its officers, its branch houses, and also instructions to the reader of the letter such as: Address all communications to the company; all agreements and contracts subject to approval by home office; quotations subject to change without notice; in replying please refer to number—etc.

A second important purpose of the letter-head is to represent the person or firm whose name it bears. To do this effectively, all the information in the head of the letter should be printed, lithographed, or engraved so as to express properly and impressively the character of the firm whose name it bears. This information should not be crowded, but it should be so attractively arranged and well-balanced that it may be seen and read at a glance. Furthermore, all the necessary data which the head of the letter is to contain should be so concise in form that it will not occupy more than about one-fifth of the letter sheet; otherwise it is likely to give a top-heavy appearance and so distract attention from the letter itself.

Numerous advertising slogans and flashy pictures of products and large buildings printed either at the top of the letter sheet or on the left-hand margin have no place on the letter-head that is used for ordinary business correspondence. They should be reserved for the advertising letter or circular. They are not good taste and distract attention from the content of the letter.

The most effective letter-heads are printed in black on a white background. A second color, usually red, is frequently employed to indicate a particular department or branch house of the firm to which the reply is to be referred or sent. Sometimes statements limiting the legal liability of the firm, as "Deliveries contingent upon whole or part shut-down or other conditions beyond our con-

trol," and others of similar character stand out in small red print on the letter sheet. There are also many letter-heads printed in colors other than black and red, that are tasteful and attractive. As a whole, a letter-head should be concise, simple, neatly arranged, and in harmony with the nature and character of the individual or firm for whom it stands.

THE ESSENTIAL PARTS OF THE LETTER

They are:

1. The Heading
 - (a) Mailing address of the writer (not needed, of course, when a letter-head is used.)
 - (b) Date of the letter.
2. The Inside Address (Name, title, and address of person to whom the letter is written.)
3. The Salutation.
4. The Body of the letter.
5. The Complimentary Close.
6. The Signature.

These parts are distributed in the letter as follows:

LETTER-HEAD

<i>Heading</i>		September 8, 1922.
<i>Inside address</i>	Mr. A. B. Swanson, 1814 Hearst Avenue, Berkeley, California.	

<i>Salutation</i>	Dear Sir:
	I dare say there is some particular book listed in the catalogue recently sent you which has a special value for you. Yes, a book that you want to own, because of the help it will give you in solving your business problems.

<i>Body of the letter.</i>	But not having heard from you, I am wondering if the descriptions were a little too brief to enable you to make a definite decision. If so, let me give you more detailed information about the volume that interests you.
----------------------------	--

Or, better still, let me send this book to you for your personal examination. You will then get a concrete idea of its actual value and real worth. I shall be glad to allow you five days' time in which to look it over.

Which one shall I send?

Complimentary close
Signature

Very truly yours,
THE BUSINESS PRESS
By Alexander Smith
Manager

AS:AC

The Heading

1. *Parts*.—Where a sheet of plain paper is used, the heading consists of the complete mailing address of the writer and the date. Where a letter-head is used, only the date is necessary, the mailing address being already contained in the printed letter-head.

2. *Position and Form*.—On a plain sheet the heading is always placed in the upper right-hand corner of the paper an inch or so below the top of the sheet. It should neither run over the right-hand margin, nor should it begin further to the left than the center of the page.

A short heading may be put in one line:

Kent, Ohio, April 2, 1922.

A long heading may be put in two or three lines, the date always occupying a separate line. The heading, which is usually single spaced, may be put in block form, or each line may be indented about five spaces.

67 Eutaw St., Denver, Colo.,
June 25, 1922.

1254 O'Farrell St.,
San Francisco, Calif.,
September 20, 1922.

1254 O'Farrell St.,
San Francisco, Calif.,
September 20, 1922.

Sometimes the heading is placed in the middle of the page to assure a well-balanced arrangement:

Moline, Illinois,
March 2, 1922.

On a printed letter sheet, the heading, which, as has been stated already, consists of the date only, is usually placed in the upper right-hand corner about two spaces below the last line of the letter-head.

3. *Punctuation and Spelling*.—In the writer's address there is a comma after the street name and the number, a comma after the name of the city, and a comma after the name of the state. In the date there is a comma after the number indicating the day of the month, and a period after the year number.

The names of streets and cities should always be written out in full. *Street* and *Avenue* may be abbreviated to "St." and "Ave." Numbered streets and avenues up to and including ten are written out in full, as Third Street, Seventh Avenue. Above ten,

they are written in figures, as 44th Avenue. The street number is written in figures, and “#” or “No.” is not prefixed. The names of states may be abbreviated according to the regulations found in the U. S. Postal Guide.

The date is best written out in full, as May 30, 1922; in no case should it be written entirely in figures, as 5/30/22. This is unbusinesslike and confusing. Accepted abbreviations of the names of the months (Jan., Feb., Mar., Apr.,, Aug., Sept., Oct., Nov., Dec.) may be used.

No letters such as “st,” and “nd,” or “th” need be added to the numerals expressing the date of the month. Simply write “May 3, 1922,” not, “May 3rd, 1922.” The use of these letters, however, is justified in the body of the letter if the name of the month is not given: “We are glad to say in answer to your letter of July 23, that your order No. 21 will go forward promptly on the 25th, as promised.”

The Inside Address

The inside address identifies the addressee by giving his name, title, and address. The street address is sometimes omitted.

1. *Position and Form.*—The inside address, which may be either single or double spaced, is placed on the left-hand margin of the letter about an inch from the edge of the paper. Its first line begins always flush with the margin. The following forms are correct:

Professor Wm. T. Runzler,
University of Utah,
Salt Lake City, Utah.

Professor Wm. T. Runzler,
University of Utah,
Salt Lake City, Utah.

2. *Punctuation.*—There is a comma after each line except the last, which is followed by a period, and a comma between the city name and the state name. A few business houses omit all punctuation except the comma between the names of the city and state:

Miss Julia Zarneke
324 McCabe Street
Mitchell, South Dakota

3. *Special Address.*—If it is desired to bring a letter which is addressed to a firm to the attention of an individual of that firm, the inside address may be arranged in either of the following forms:

The N. & N. Advertising Agency,
502 New Call Bldg.,
San Francisco, Calif.

Attention of Mr. F. Nyman

Gentlemen:

The N. & N. Advertising Agency,
502 New Call Bldg.,
San Francisco, Calif.
Gentlemen:

Attention of Mr. F. Nyman

4. *Second Sheets*.—The second page of a letter does not have the full letter-head nor is the inside address repeated. Usually the second sheet, which is paper of the same quality and size as the letter-head, has at the top in the upper left-hand corner the name or initials of the addressee, the date, and the number of the page. The following arrangement is satisfactory:

Mr. H. F. N., Jan. 5, 1922, No. 2.

5. *Titles*.—Courtesy demands that a person's name be prefixed by the proper title. The following titles are very frequently used in business correspondence:

Mr. is used if the person has no other title.

Esq. is *Esquire* abbreviated, and is rarely used. If it is used, it *follows* the name, serving instead of *Mr.*, as James C. Hansen, *Esq.*

Messrs. is the abbreviation of *Messieurs*, the French for *Gentlemen*. It is used to address two or more men, or men and women, associated in partnership. It is also employed when addressing a corporation whose name indicates individuals. If the corporation uses a trade name, "*Messrs.*" is omitted entirely. For example:

Messrs. Walker & Beck
Messrs. Smith, Schroder & Company
The Emporium
The R. & V. Engineering Company

Miss is used to address an unmarried woman. As it is not an abbreviation, it is not followed by a period.

Mrs. is the title of a married woman, as Mrs. J. C. Houston. When a widow is addressed, her own given name with *Mrs.* prefixed is used, as Mrs. Justine C. Houston.

Mmes. is the abbreviation of *Mesdames*, the French for *Ladies*. It is employed when addressing a firm composed of women.

Dr. is the correct title used in addressing a person holding a doctor's degree in medicine, dentistry, law, philosophy, theology, or literature.

Rev. is used to address a clergyman. If a minister has the degree of Doctor of Divinity, it is proper to prefix "Rev." to his name, and to follow it with the abbreviation of his degree: Rev. John W. Hancher, D.D.

Hon. is used when addressing persons holding important government positions, as members of Congress, senators, cabinet officers, ambassadors, governors, mayors, judges, and others.

Prof. is used only in newspaper writing. In letter writing it is undesirable. When addressing a person holding a professorship in a college or university, *Professor* should always be used. By courtesy the same title is given to teachers of secondary schools.

Titles of persons holding official positions, such as Superintendent, Treasurer, Manager, etc., are written out in full. They follow the name which is preceded by "Mr." For example:

Mr. Wallace Herdener, Manager,
The P. & O. Engineering Company,
East Moline, Illinois.

If the name is long, the title may be placed on the second line to secure a balanced arrangement:

Mr. E. F. Ohlendorf,
Manager, West Company,
Philadelphia, Pa.

The Envelope Address

The envelope address may take any one of the following forms:

1.

After—days return to
F. C. Hunt,
98 Carl St.,
Chicago, Ill.

Mr. Henry B. Munson,
2367 Yale Avenue,
Salt Lake City,
Utah.

2.

After—days return to
F. C. Hunt,
98 Carl St.,
Chicago, Ill.

Mr. Henry Zimmerman,
R. F. D. 1,
Monticello, Iowa.

3.

After——days return to
F. C. Hunt,
98 Carl St.,
Chicago, Ill.

Miss Marguerite Hope,
19 Union Square,
Omaha,
Nebraska.

It will be seen from these illustrations that the envelope address consists of the complete mailing address of the person to whom the letter is written. The name of the state may either be written on a separate line as in forms one and three, or it may be written on the same line with the name of the city, as in form two. If desired, the punctuation at the end of each line (except the period following an abbreviation) may be omitted from the envelope address.

So far as the arrangement is concerned, the envelope address may be either indented, as in forms one and two, or it may be blocked, as in form three. Forms one and two are somewhat more visible than is form three.

1. *Additional Directions*.—Additional directions, such as “Personal,” “Special Service Department,” “General Delivery,” etc., should be placed in the lower left-hand corner of the envelope.

2. *Return Card*.—This is the complete return address of the sender. It is best placed in the upper left-hand corner of the envelope, as shown in the form above and those on the preceding page.

The Salutation

Business usage and courtesy demand that the proper salutation be employed. Formal salutations ordinarily used in business letters are:

Dear Sir when addressing an individual.

Gentlemen when addressing a firm.

Dear Madam when addressing a married or unmarried woman.

Ladies or *Mesdames* when addressing a firm composed of women.

My dear Sir, *My dear Madam* indicate greater formality.

My dear Mr. Brown indicates more familiarity.

Dear Mr. Brown suggests a friendly relationship.

Punctuation and Position.—The salutation is followed by a colon. It is placed flush with the left-hand margin exactly below the inside address:

The Paine Mfg. Co.,
Cleveland, Ohio.

Gentlemen:

The Body of the Letter

The body of the letter should be well displayed on the letter sheet. The margins, which should be at least one inch on each side, should be even and clean cut. The body should be single spaced with double spaces between the paragraphs. Short letters are also single spaced, and well centered so as to give an appearance of neatness and compactness.

Progressive business houses begin all paragraphs flush with the margin. See letter on page 43.

Where paragraph indentions are employed, these should be uniform throughout the letter.

LETTER-HEAD

January 29, 1922.

Mrs. John F. Powell,
8 Ninth Avenue,
St. Paul, Minn.

DEAR MADAM:

In reply to your postal card we are sending you under another cover our latest Guide Book containing information in regard to our general stock.

We do not issue any illustrated catalogue, but if you will let us know what particular articles interest you, and the amount you have in mind to expend, we shall be pleased to prepare and submit photographs for your consideration.

We await your further pleasure.

Very respectfully,

The Complimentary Close

It is merely a courteous phrase customarily used to leave the correct impression on the reader. The following are the standard forms used:

Impersonal and
most approved
for business
letters.

{ Yours truly,
Yours very truly,
Very truly yours,

Used in business letters when addressing an official, superior in position, or when writing to women.

Yours respectfully,
Respectfully yours,
Very respectfully yours,

Used when there is a more or less close and friendly relationship between the writer and the reader.

Sincerely yours,
Cordially yours,
Faithfully yours,
Earnestly yours,

It will be seen from these illustrations that only the first word of the complimentary close is capitalized, and that the complimentary close is always written out in full.

Position and Punctuation.—The complimentary close is placed about two spaces below the last line of the letter, and begins about the center of the page. It is always followed by a comma.

The Signature

The signature of the writer should be written with a pen, and plainly. Rubber-stamp signatures lack a personal touch and thus make the letter appear unimportant in the eyes of the reader. They should therefore never be used.

1. *Position and Arrangement.*—The signature is written below the complimentary close, usually a few spaces nearer to the right-hand margin. In the case of a firm name, it is usually best to place the writer's signature below it. A signature written in this manner will legally bind the firm, and not the individual that signed the letter, who is merely regarded as the agent of his firm. If, however, the firm name appears below the signature of the writer, then the latter has bound himself and not the firm, and he may be held responsible in case of loss or damage.

Yours very truly,
The firm responsible: KENT STOVE COMPANY
(Signed) F. Ogden,
General Manager.

Yours very truly,
The individual responsible: (Signed) F. Ogden,
General Manager,
KENT STOVE COMPANY.

If the writer has no title, his signature is usually preceded by the word "by" to show his connection with the firm:

F. S. WEBSTER COMPANY
By E. T. Johnson

Sometimes the name of the writer's department is given:

HAZELWOOD COMPANY
(Signed) H. Jacobs
Service Dept.

2. *Information for the Sender.*—The initials of the writer and the stenographer, and other information intended for the sender of the letter, are best placed in the lower left-hand corner of the page directly opposite the last line of the signature. If there are any enclosures, their number is indicated below these initials. The following is a businesslike arrangement.

PERU MANUFACTURING COMPANY
(Signed) Wm. D. Schermerhorn,
Correspondence Critic.
WDS:CJ
2 Encls

If the writer is unable to sign his own name legibly, he should have it typewritten in full, either in the left-hand margin, or directly below his own signature. The following examples will illustrate this point:

PERU MANUFACTURING COMPANY
(Signed) Wm. D. Schermerhorn,
Correspondence Critic.
Wm. D. Schermerhorn—CJ
2 Encls

PERU MANUFACTURING COMPANY
Wm. D. Schermerhorn (pen-written)
Wm. D. Schermerhorn (typewritten)
Correspondence Critic.
WDS:CJ
2 Encls

Postscript

If a postscript is used, it should be placed about two spaces below the last line of information intended for the sender. It usually begins flush with the margin. No "P. S." is needed to label the postscript, which is employed not so much for the purpose of adding something which the writer forgot as for the purpose of calling attention to something of interest or importance, or both.

Folding the Letter

The sheet is placed on the desk, bottom edge toward the person folding. Now the lower edge is folded up to within about half an inch of the top, the crease being made slightly below the middle of the page. Then the right one-third is folded to the left. The left side of the sheet is folded to the right to within about half an inch of the crease just made. Lastly, the folded letter, with the last crease at the left, is inserted in the envelope, which is held face downward, with the flap at the right.

EXERCISES IN THE MECHANICAL MAKE-UP OF THE LETTER

Arrange in their proper positions the following parts of letters. Correct any errors you may find.

Address envelopes for the first five exercises. Fold the letter sheets and put them in the envelopes. Supply all dates, return addresses, and signatures where necessary.

Use plain, white, unruled paper for this work. Envelopes should be of business size. If possible, typewrite your work.

1. the life extension institute 7 broadway n y city gentlemen yours very truly frank s howe box 383 corvillage oregon.

2. 25 michigan ave chicago ill february 27 1922 dr john r chalfant director letterman hospital 21 dwight way indianapolis indiana dear sir your respectfully miss grace hansecom.

3. 4/22/22 8527 goethe street long island city n y the conroe oil comp'y houston texas dear sirs cordially yours the monica steamship company by george f henderson secret'y g f h / k n two enclosures.

4. harold miller ph d university of michigan ann arbor mich dear mr miller yours sincerely george heinrich r f d #1 manchester iowa.

5. tougher and highland dressmakers 46 wileox building kalamazoo mich mesdames.

6. julius busch sec chamber of commerce room 4 first nat'l bank building rock island illinois dear sir yours respectively.

7. rev frank r hout d d 4 9th avenue santa ana cal earnestly yours mrs helen johnson 927 cuerna street eldorado california.

8. mis katherine and miss alice gilbert 4758 washington drive cincinnati ohio dear misses very sincerely warren g flushing manager johnson's dept store cincinnati ohio.

9. prof j scott peters reed college portland ore my dear sir Y'rs resp'ly.

10. 8 bancroft way berkeley calif mar 9 1922 j paul mc neary esquire lost nation iowa dear sir yours very truly wallace montgomery.

11. april 9 1922 martinsburg w virg mr e c ogden r f d number 3
buena gardena cal yours truly the martinsburg hotel company per jas
dollar mgr jd: ch 3 enclos.

12. munson and conroy furniture dealers westerly junction rhode island
gents most sincerely yours frank harper.

13. Chas. M. Firpen,
#84 Pa. Avenue, Frisco, Cal.
my Dear Sir—
Respectively yours
John M. White.

14. 4/27/22 moline ill sheboygan beverage co sheboygan wiscon attention
sales promotion dept dear sirs yours very truly the moline improvement
company per m r gray president m r gray/fe encls 2.

15. Mssrs. D. Appleton & Company,
35 West Thirty-Second Street,
N. Y. City,
Sirs—

16. Pomona College
Claremont Calif.
Attention Sec'y.
Dear Sir,

20. Dr. Francis Davies, L.L.D.
No. 5—2nd Street
Green Bay, Wisc.
Dear Mr. Davies—

17. Mr. Wm. F. Soule
Evanston Illinois
Dear Mr. Soule;

21. Maxine Lovett
Mason City, Ia.
Miss Lovett:

18. Miss (Mrs.?) Martha Eklund,
Shelbyville, Ind.
Dear Miss or Madam,

22. Mr. Patrick Horner & Sons
489 Spruns Bldg.
New York City, N. Y.
Dear Sir:

19. Mr. Winston Carter
c/o the Miller Lbr. Comp.
49 Summitt Aven.
Seattle, Wash.
Dear Sirs:—

23. Mr. Max Blum, Esquire
4 Franklin Avenue,
Roanoke, Virg.
my dear Mr. Blum;

24. 11/9/22 suite 47 railway exch building knoxville tennessee the
pocket library corporation 45 4th avenue new y city n y attention john
l merriweather sales manager dear sir cordially yours international woman
publishing company by edna hander assistant editor.

25. december 29 1922 fredericksburg maryland mr john f snyder care
of herbert f doden r f d number 1 monticello iowa jones county my dear
mr snyder yours for more business john krider editor of farmland.

1. Write suitable titles and salutations for the inside ad-
dresses given below.

2. Address envelopes using the data given below.

26. Viola and Lotta Melba (unmarried sisters) 8 Hampton Way Cobourg Canada.

27. Mr W C Marlowe Gen Manager Loftus Paper Company South Hadley Falls Mass.

28. Douglas Faversham (Attorney at Law) 45 Rachel Way Philadelphia Penn.

29. Beatrice Friganza (widow of Harrison Friganza) 45 Jefferson St Birmingham Ala.

30. Forbes & Wallace (partnership) 6 Battery Street San Francisco California.

31. B. Nant & Company Fifth Avenue and 35th Street New York.

32. Standard Oil Company of New York 4 Broadway N Y City N Y.

33. W. A. Lipman (Doctor of Philosophy) Harvard University Cambridge Mass.

34. Edna Wallace Granville (unmarried) care of John Baxter Rural Free Delivery Number 3 Lemare Iowa.

35. Honorable William T. Kyndall The New Willard Washington D. C.

36. Gazette Office Box 84 Cincinnati Ohio.

37. AX—87 care of "Times" Hood River Oregon.

38. Jean Viotti (Dentist) 1348 King Street San Jose California Personal.

39. Baxter & Entz (firm composed of women) 84 1st Street El Paso Tex.

40. Isabelle Forbes-Foy (married woman) Box 873 Ogden Utah.

41. the open-air house company Fairfax Iowa attention of sales manager.

42. the international sawdust company New Orleans La welfare dept.

43. Prof Charles F Villard Dean School of Commerce Universal University Des Moines Iowa.

44. Mrs. William Fullerton 401 Brooks Way Brooklyn N Y.

45. the Johnson Cash Store Anamosa Iowa.

46. Franklin Hughes a minister of the Gospel 489 9th Street Niles Michigan.

47. Charles Hoyt Judge in the Juvenile Court Denver Colorado.

48. Carter Frankner a Doctor of Medicine care of American Express Company Berlin Germany.

49. F. J. Martin and C. S. Dunberg partners in business 498 Hearst Street Middleton Illinois.

50. Fleming McCabe mayor of Berlin Wisconsin.

51. The Grandlake Poultry Farm Mrs. E. L. Kuhn & R. G. Grant proprietors Colby California.

PART II
ROUTINE AND SALES LETTERS

CHAPTER IV

LETTERS OF BUSINESS INFORMATION

INQUIRIES

Effective letters of inquiry are courteous, definite, and concise. They enable their recipient to give the desired information promptly and correctly. Where a number of questions are asked, each is put in a paragraph by itself.

Making Routine Inquiries

Routine inquiries are made for the purpose of obtaining price lists, booklets, catalogues, samples, the names of dealers, prices, and other information.

In simple inquiries, nothing, but a courteous, brief request for the information is needed:

Courteous brief request for information.

Gentlemen:

Please send me your booklet "Business" as advertised in this morning's Telegram.

Yours very truly,

Gentlemen:

I shall appreciate your sending me at once your Rainster Catalogue, and also the name of your local dealer.

Yours very truly,

Longer and more complicated letters asking for information, and those whose success depends more or less upon the good will of the person written to, open with a brief statement of the reason for the inquiry, followed by the request for information, and close with an expression of appreciation. For example:

Iowa Farmers' Coöperative Ass'n.,
839 Foster St.,
Des Moines, Iowa.

Attention of the Secretary

Gentlemen:

Reason for

The farmers of Benton County are about to form an

inquiry association similar to the Iowa Farmers' Coöperative Association, as described in the May issue of COÖPERATION.

Request for information Will you please give us what information you can on the following points:

1. How does your Association regulate the distribution of farm products?

2. By what means does your Association encourage greater production of farm products?

3. What particular methods has your Association found most effective for the improvement of standards of grade?

Expression of appreciation We shall be very much obliged to you for as much information in answer to these questions as you can give us.

Very truly yours,

Asking Favors

Favors should be asked of a business man only when the writer is reasonably sure that the recipient of his letter is in a position to grant them without much loss of time and effort, that they pertain to a subject related to the addressee's personal or business interests, and that the information sought may not be obtained elsewhere.

No information except that which is absolutely necessary for the granting of the favor need be given in letters asking favors. Apologies for taking the reader's time and effort prejudice the latter against extending the favor. Their use therefore has no justification whatever in these letters of inquiry, whose tone should be confident and positive.

The main subjects of each paragraph are about the same as those already given. They include:

1. General subject of letter—reason for asking favor.
2. The favor itself. Its possible benefit to reader, if granted.
3. Brief statement of appreciation.

Note the positive tone of the following letter which was very successful in bringing the information asked for:

Mr. F. M. Cox,
The Manchester Times,
Manchester, Iowa.

Dear Mr. Cox.

Subject of We are very desirous of getting accurate and unpreju-

<i>letter</i>	diced facts pertaining to the furniture business in your town.
<i>The favor itself</i>	We are appealing to you because we know that you can best supply the information asked for in the enclosed questionnaire.
<i>Its possible benefit to reader</i>	Though we cannot give you any definite assurance that the supplying of this information will sooner or later directly benefit you, we can say that we are enthusiastic advocates of the home town newspaper as an advertising medium for Duro-Furniture dealers, and we encourage and coöperate with our dealers in the use of it.
<i>Brief statement of appreciation</i>	We shall greatly appreciate your sincere coöperation in answering all, or as many of the questions listed in the questionnaire as you can.

Very truly yours,

Acknowledging Receipt of Information

A brief, courteous note acknowledging the receipt of the desired information, and showing appreciation of the courtesies extended should be sent in all cases where the favor is not likely to be reciprocated in the near future.

PROBLEMS IN WRITING LETTERS ASKING FOR INFORMATION

1. Your attention has been called to a Nogero advertisement in a recent issue of the Saturday Evening Post. Nogero is an alternative food product used in place of milk for cooking and baking, and with coffee, cocoa, and chocolate. It is made by the Nogero Company, 145 LaSalle St., Chicago, Illinois.

You have decided to give Nogero a trial. Upon investigation you find that your grocer does not handle Nogero. You therefore write directly to the Nogero Company at Chicago, asking them for the name of local distributors, and also for their booklet of Nogero recipes, which is issued free of charge. Address your letter to the Home Economy Department of the Nogero Company.

2. As advertising manager of The White House, a department store in your city, write to the Strathmore Paper Company, Mittineague, Mass., asking them for their Paper Does Express Portfolio, their Expressive Advertising Folders, and for prices of the various kinds of papers used in these folders.

3. Assume that you are a junior student in a college of agriculture, and that you wish to obtain employment during the coming summer vacation that will not only net you a good salary, but that will also give you valuable practical experience in your particular field of interest.

Write to a firm manufacturing and selling wholesale dairy products, and ask them if there is likely to be an opening in their testing department during the coming summer.

4. Write a letter to S. W. Douglas & Co., 180 North Dearborn St., Chicago, Illinois, inquiring about Ever-Ready Light, a portable, electric lamp which you have seen advertised in your favorite magazine.

Say that you wish full information about the various uses to which this light may be put; also that you are a student and wish to use the light for reading and writing at night. Ask about different styles of Ever-Ready Light, prices, etc. You have been unable to obtain this light in your local store, and want to know if you could have it on trial for about a week.

5. Upon personal investigation you find that there is a considerable demand on the part of your fellow students in your community for used typewriters for rental purposes, which demand is not now being met by any of the local typewriter agencies. You believe that it might be profitable for you to handle a typewriter agency during your spare time while attending college.

Write a well-known typewriter firm, stating the situation as given and asking for detailed information concerning their agency plan.

6. Assume that you were recently graduated from high school and that you are planning to attend college this coming fall. Since you have only about three hundred dollars saved, it will be necessary for you to do some outside work to defray the greater part of your expenses.

Write to the Students' Employment Bureau of your favorite college or university to find out what chances you would have of securing a part time position, and the price by the hour which is being paid there for stenographic work, which is the kind of work you can do well. Ask for any other information that may seem important to you in this respect.

7. As advertising manager of the Duesenberg Motor Car Company you are personally interested in advertisements of high-grade foreign motor cars. Write to the World Clipping Bureau, 756 Flood Building, Indianapolis, Indiana, to get their rates for clipping fifty or a hundred of these advertisements for you from English, French, and German publications. Also ask for special rates on personal orders covering at least a year's time.

8. Assume that you are sales manager of the New York Sanitary Brush Company, 872 West 44th St., New York City, and that you are in need of several young salesmen. You have just seen the advertisement of the International Salesmen's Institute, 28 High Street, Columbus, Ohio, a school that gives instruction in salesmanship by mail and in residence, in the Salesman's Magazine.

Write a letter to this school and ask it to recommend to you three or four of its best students. State just what kind of men you want and what you will pay them for their work.

9. Write a letter to the Charles Laskin Press, Ninth Avenue and 34th Street, New York City, asking that your name be put on the mailing list to receive the house magazine, Laskin's Treasure Chest.

10. As chief clerk of the Wells Fargo Express Company, your city, you are interested in equipping your offices with Knight Typewriters, which are noiseless. They have been on the market for about five years and seem to have given satisfactory service as far as you know. It so happens that a personal friend of yours is Office Manager of the Trogler Clothing Company, 89 Henshaw Street, Omaha, Nebraska, which firm has been using a number of Knight Typewriters for about three years.

Write your friend for his personal opinion of the Knight Typewriter, and with regard to anything else you may wish to know before deciding on the purchase of typewriters.

11. As president of the First National Bank of your city you have just learned that your local school board elected ten teachers for the coming school year.

Write to the Secretary of the School Board for the names and addresses of these newly elected teachers so that you in turn may write and invite them to patronize your banking institution when they come to your city.

12. As manager of the Universal Business Training Institute, 80 Jackson Street, Chicago, Illinois, write to the Principal of the Junior Commercial High School, your city, asking for a complete list of names and addresses of students who will be graduated in the near future. Offer to pay a reasonable amount of money for this information.

13. Write to the general passenger agent of a railroad for information concerning rates, routes of travel, stop-overs, time limit, etc., on an extensive trip which you are planning to make. In your letter outline your proposed trip briefly. Make your questions brief and to the point.

14. Assume that John P. Lloyd has just applied to you, the Sales Manager of the Broder Company, Dealers in Leather Goods and Novelties, 49 State Street, Chicago, Illinois, for a position on your sales force. As reference he has given you the name of the A. B. Swanson Company, 1347 Rush Street, Cincinnati, Ohio.

Write a letter to this firm asking for information on John P. Lloyd's record as salesman.

15. Assume that you are the proprietor of a retail store selling woman's apparel. Write to Clogg & Company, Manufacturers of Umbrellas, 1033 Chestnut St., Philadelphia, Pa., asking them if they would be willing to send you by express a small assortment of ladies' black and colored umbrellas, you to have the privilege of returning any that do not meet with your approval, within ten days from receipt of shipment. Also ask them for prices on dozen lots. Give them references.

16. As a student of business English, you are especially interested in correspondence manuals which certain progressive business firms provide

for their correspondents, stenographers, and typists. These booklets contain rules and regulations governing the policy of business firms with respect to the handling of their business correspondence. The information found in such manuals is usually very complete and instructive, especially for new employees.

You have decided to collect as many of these correspondence manuals as possible with the view of studying them carefully to ascertain just what provisions business houses make for the supervision and standardization of their business correspondence.

Write a letter to a prominent business firm for the purpose of obtaining its correspondence manual and as much information about its correspondence policy as possible.

17. You are an active member of the Commerce Club of the school which you attend. The president of your club has asked you to make a special study of The Organization of High School Commercial Clubs in your state. This study is to include the extent to which such or similar clubs have been organized, their nature, their functions, etc., etc. Moreover, you are to present the results of your investigation to your club very soon at one of its regular meetings.

You have just learned that the head of the commercial department of a certain city high school of your state has been instrumental in organizing a number of high school commercial clubs successfully. Write him and ask for complete information on this subject. Be sure to ask definite questions.

18. You are the manager of the Practical Business College of your city. You have decided to use victrolas in teaching typewriting in your school.

Write to a firm handling musical instruments asking them if they would be willing to rent two good machines with fifteen records each to you for a period of about three months, and if so, at what price. State the purpose for which you wish these machines, and specify the kind of records you want. March and dance music, also Hawaiian music, is suitable for use in teaching typewriting.

19. You are a producer of fancy White Leghorns. Ten years ago you started in business with ten White Leghorns. You have increased your stock, etc., from year to year so that now you have about five thousand of the finest White Leghorns. Your stock has been awarded many first and second prizes at important poultry shows throughout the country. Your ranch covers about fifteen acres. It is modern and up-to-date in every respect. To push the sale of your various poultry products, you have decided to advertise in three states adjoining your own. In your opinion, the motion picture screen possesses wonderful possibilities as an advertising medium for your poultry products.

Write a letter to the Harry Shipman Service Corporation, Producers and Distributors of Industrial Films, 230-232 West 38th Street, New York City, asking them to investigate and determine the manner in which the

motion picture might be used to advertise your business most effectively. In your letter describe your business briefly, its history, growth, and present status. Say where you wish to advertise and how much money you are willing to expend. Ask for complete information on the distribution of films, quality and volume of advertising, length of campaign, cost, etc., etc.

20. Refer to problem 19.

You have made a great success in the poultry business. You feel that you could advertise your growing business to no small extent by the use of an appropriate and striking letter-head. Your local printer is unable to furnish you with an attention-getting letter-head. You therefore write to the N. & N. Letter-head Specialists, 41 Union Square, Tacoma, Washington.

Ask them to submit two sketches to you within two weeks from date. Your letter-head is to have the name of your poultry farm, your address, telephone number, etc., and possibly a picture or illustration suggestive of your business. The name of your poultry farm is to be displayed prominently in the center of the sheet. One sketch is to be made in two colors, and the other in three, these colors to add a "touch of life" to your letter-head. The letter-head is to be lithographed on medium weight, white Strathmore Bond of regular business stationery size.

Think of an appropriate, original name for your ranch. Suggest nature of illustration for letter-head and give other information necessary to guide the specialist in designing an effective letter-head for you. Also ask for prices of letter-heads and envelopes in lots of one thousand and five thousand. Say that you will pay for the sketches regardless of whether you order letter-heads printed from them or not. Ask for other necessary information.

21. You have saved about \$5000.00. You feel that the 4% interest rate which your local savings bank allows you is too low. You wish to invest your money more profitably. Write a letter to the Investment Department of the National Security Company, New York City, asking them for advice on conservative investments and securities.

22. As president of the student body of your school, you have been asked to investigate the organization and operation of coöperative student organizations, such as bookstores, cafeterias, etc., with the view of gathering information which would aid your own student body in the organization of a students' coöperative bookstore.

Write a letter of inquiry to the president of the student body of an institution that is operating successfully a coöperative bookstore, and ask for complete information regarding its organization and operation. Add that you would be glad to have some one from this institution come to your school for the purpose of giving a talk on this subject before your student body, you to pay all traveling and other expenses.

23. As a senior in a university school of commerce, write to an advertising firm asking what chance of employment college men and women have with them on graduating.

24. You have just invented a useful improvement in a soft collar for men. You are convinced that this improved collar can be made at a very slight additional cost over that of the present style of soft collar, and that because of its improvement the new collar could be sold at a price slightly higher than that of the present style of soft collar. Your invention is patented.

Since you lack the capital with which to manufacture and market this collar, you have decided to write to The Standard Collar Company, Troy, New York, asking them if they would be willing either to buy your invention outright, or to assist you in placing this new soft collar on the market. Present your case to this firm in a concise and logical manner.

25. As the secretary of your local Chamber of Commerce, you are preparing a program for the club's Annual Booster Dinner. Write a letter to the president of a progressive advertising agency in a neighboring city asking him if he would be willing to talk at this dinner for about thirty minutes on "Ways and Means of Advertising a City." Say that you would be willing to pay all his expenses incurred in connection with this engagement. The dinner is to be held two weeks from this coming Thursday. Give the exact date and hour. Word your letter so that it will be difficult for your reader to refuse your request.

26. Criticise, then rewrite in better form the following letter:

Mr. Geo. F. Richardson, Adv. Mgr.

Best Plow Company,

Moline, Illinois.

My dear Mr. Richardson:

I received your favor of July 15th, pertaining to the marvelous work performed by the Best Plow Co. in supplying their factory with raw material during the recent transportation trouble. The same I am publishing in full in this weeks issue and shall send you a number of copies of our publication containing the same.

I am taking this opportunity to lay before you a matter I have neglected doing for some time past owing to the numerous little details I have been compelled to look after for the past month.

On April 29th, we received a contract from the Carlisle Adv. Agency, through the kindness of yourself and Mr. Williston for 1000 inches of advertising in the Progressive Farm World at the rate of \$1.50 per inch.

The writer at the time explained to the firm, that in order to get the \$1.50 rate, it would be necessary to contract for 1000 inches. We received an advertisement on April 29th of 27", also one on May 6th for 27" which we published and were paid for. We received another advertisement on May 12th, which after the same was set up, we received a cancellation order from the Carlisle Adv. Agency and up to the present time have not received any further copy from your firm.

At the time we understood this contract was given more as a matter of

coöperation towards the work being performed by the Progressive Farm World than as a cold-blooded advertising proposition.

I am calling this simply to your attention at this time knowing that you will give the matter your personal attention, as we are very anxious to have the Best Plow Co. represented in our Columns.

Thanking you in advance and anticipating a favorable reply, I am,

Very truly yours,

PROGRESSIVE FARM WORLD PUBLISHING CO.

Per (Signed) John P. Morrison.

27. As advertising manager of the U. S. Motor Car Company, Detroit, Michigan, you are considering advertising campaigns in one of the best Pacific Coast Oil Trade Papers and one of the best Pacific Coast Lumber Papers. For this purpose you want a complete list of U. S. Motor Car owners in each of these two lines of business.

Write a letter to the U. S. Motor Car Sales & Service Co., 908 Main St., Los Angeles, California, asking them to send you this information at once. Besides, they are to note the number of U. S. Motor Cars each owner is using today and the length of time he has been using them. Furthermore, ask them to indicate whether or not they have a good photograph of each U. S. Motor Car in service.

28. The following are letters of inquiry received in answer to an advertisement in a farm paper. According to the recipient, these communications are typical letters sent in asking for samples. Criticise; then rewrite the letters.

Kind Friend:

(a)

I see in the Wyoming Farmer where you want every one whose hair is falling out and thin to try your hair and scalp treatment free. I will describe my case to you as plain as I can.

My scalp itches nearly all the time. My hair is awful thin and falling out daily. I have got Beautiful coal Black curly hair, it stays in waves all the time. Every one is crazy about it. If I could find something that would bring it back again like it was when I was 20 years old. I am now 34 years old.

Kind friend. I am heart broken when I think and see how thin my beautiful curly hair is. I have to stay at home all the time. I could cry my eyes out. There is a thin spot right on the top of my head as large as your hand that there isn't enough hair to cover it and protect it from the cold. There is a great deal of dandruff in my hair.

Kind friend, if you think your hair treatment will do my hair any good and bring it back thick and beautiful again, please send me a bottle free of charge. By return mail at once—and if it does the work for me, I would like very much to become your agent and sell it here in my home town.

May God bless you. Please let me hear from you at once by return mail.

Yours truly,

(b)

Dear Friend:

I write you this to get to try some of your Hair Wonder Tonic you said you would give me free bottle. I wants to be a agente for you to sell the wonderful Hair Wonder Tonic.

You said they wasnt eny use of suffer the annoyance of an itching scalp any longer, so I will send today to be agent of yours. I am willing to be one and do all I can to help the company. I sold Elixiro all most four years. I was a agente for them, now I will be one for you today. The Elixiro was fine. Now a wants for the hair tonic.

I am suffering with dandruff and falling hair to and it wont grown sence I used Blue Ribbon Vaselene. Trooly,

ANSWERS TO INQUIRIES

Replies to letters asking for information should be courteous, positive, and complete, and made, if possible, on the day the request for information is received.

Giving Information

When it has been decided to furnish the data desired, or to extend the courtesy asked, it should be given freely and with cordiality, with the intent of satisfying the reader fully. Letters that furnish business information are usually made up of the following elements:

1. Expression of pleasure in granting request.
2. Statement of information.
3. Offer of further assistance.

The following letter will illustrate the application of these essentials:

Mr. John Entz,
Box 383,
Ashland, Oregon.

Dear Sir:

*Expression of
pleasure in
granting request*

In reply to your request of May 10, we are pleased to inclose a circular containing a list of our current offerings.

*Statement of
information*

The securities listed are issued by governments, states, municipalities, railroads, public utility and industrial corporations. After careful investigation and analysis by our bond experts, these securities have

*and
explanation*

been purchased in substantial amounts for our own account and are offered for sale with our recommendation.

*Offer of
further assistance*

Should you wish further information relative to investment matters at any time, please feel free to use our Portland Office, situated in the Lachman Building, with which we are in direct telegraphic communication. This office is maintained for your service and your inquiries will always receive prompt attention.

Very truly yours,

Refusing Information

A brief, courteous note giving the reason for the refusal of the request is all that is needed. Letters giving lengthy explanations in an apologetic manner are as much to be avoided as curt and negative notes of refusal. Letters refusing information usually contain:

1. Statement of regret.
2. Reason for refusal.

The Wrong Way:

Dear Sir:

Your favor of May 1, 1922, at hand. Beg to state that we cannot comply with your request.

Yours very truly,

The Right Way:

Dear Sir:

We are sorry not to be able to comply with your request of May 1, 1922, as to do so would be strictly against our policy.

Very truly yours,

Note how the positive tone of the following letter succeeds in making the reader feel that she is not really being "turned down":

Miss Mabel Munson,
318 South Tenth St.,
Salt Lake City, Utah.

Dear Miss Munson:

*Statement of
circumstances
leading up to*

The Correspondence Booklets about which you inquire in your letter of February 16, were published for the use of our correspondents.

*reason
for
refusal of
request*

From that time until recently, we were glad to supply sets of the pamphlets to our customers and friends who asked for them. However, the edition available for outside distribution is now exhausted and will not be reprinted at present.

Positive close When these booklets are again placed in stock, we
to remove shall be glad to take care of the requests that come
any possible sting in for them.

Very truly yours,

PROBLEMS IN ANSWERING INQUIRIES

Giving Information

1. You are employed by the Nogero Company to answer inquiries similar to the one in problem 1 on page 61. Write the answer.

Explain the conditions affecting the sale and distribution of your product in the state in which your reader resides. Inclose booklet of Nogero recipes.

In your letter you are at liberty to use any of these data: Nogero is a compound of evaporated skimmed milk enriched with cocoanut fat, serving as an auxiliary to the daily milk supply for use in cooking and baking, and if desired in coffee and other hot beverages. It keeps indefinitely until the can is opened, and for some time thereafter if kept in a cool place. Housewives use Nogero to keep down the cost of their cooking and baking.

Nogero is not now being shipped into your reader's state. Its legislature passed a law requiring your firm to misbrand Nogero by labeling it "imitation milk" (which it is not), to adulterate this pure food product by means of artificial color, and to compel the dealer to pay a special license fee to sell the product, which tax would tend to raise the price to the consumer.

Since the law is unjust in the opinion of your firm to the consumer and to the product, you have attacked its constitutionality before the Supreme Court of your prospect's state. Should a favorable decision be rendered, then grocers in his state will sell Nogero as heretofore. Until then, it cannot be obtained there, while in other states its sale is not only permitted, but encouraged. Nogero complies with all the regulations of the Federal Pure Food Laws.

Suggest that probably some dealer in your reader's locality, who stocked up on Nogero before this law was passed, may still have some on hand. Authorities have permitted dealers to dispose of these stocks. Also say that you are referring this inquiry to your territorial representatives, (give name and address of your jobbers here) who will advise your reader if Nogero can be purchased at all in his town, and, if so, where.

2. Now refer the above mentioned inquiry to your jobbers in the reader's district. They are manufacturers' representatives and directors of sales.

3. Assume that you are the correspondent of the jobbing house mentioned in problem two, and that you have been asked to write the answer to the original inquiry. Advise prospect that Nogero may be secured at three different stores in his city. Give names and addresses.

4. Assume that you are employed by S. W. Douglas & Co., the firm mentioned in problem four on page 62, to answer inquiries similar to the one given there. Write the answer. Give all the information asked for.

Make your prospect feel that Ever-Ready Light is just what he needs and wants. Inclose a booklet in which a number of the uses of Ever-Ready Light are illustrated. Suggest that your brass lamp with about a 25-watt bulb would meet your prospect's requirements for reading and studying. As a manufacturer, you cannot sell direct to the consumer. Furthermore, you do not send lamps on trial. Refer prospect to the Edison Store in his city, where Ever-Ready Lights may be inspected and purchased.

5. Assume that you are the chief correspondent in the students' employment bureau of your state university, and that the inquiry mentioned in problem six on page 62 has come to you for attention. Write the answer. Inclose an application blank to be filled out and returned by the inquirer.

Say that the opportunities for doing stenographic work at the university are almost always good, and that such work is being paid for at the present time at the rate of about forty cents an hour. Suggest that prospective student come to university at least three or four days before the opening of the term, and that he call at your office immediately upon arrival in your city. Assure him of your coöperation in obtaining suitable employment.

Now draw up an application blank to be used in connection with inquiries such as the one just mentioned. This blank properly filled out should give information sufficient to guide you in helping the applicant to secure suitable employment. Included in this information should be the applicant's full name, his address, his telephone number, the number of hours each day he wants to work, his fitness for the work, previous experience in it, etc., etc. Tabulate and arrange this information properly on a letter sheet, so that it may be filed properly and referred to readily.

6. As manager of the World Clipping Bureau, answer the inquiry in problem seven on page 62. You do not keep on hand, clippings of the kind the inquirer desires; but you would be glad to read on his personal order at the rate of eight cents a clipping. All your rates are fixed, regardless of the number of clippings desired or length of time which order covers. Inclose a rate card. Ask for a small initial deposit with first order. Say that you would be able to furnish the reader one hundred clippings within a week from the date you receive his order and deposit. Make your letter definite and complete.

7. As Editor of Laskin's *Treasure Chest*, answer the inquiry given in problem nine on page 63, to the effect that you have complied with your reader's request.

8. As Employment Manager of The A. B. Swanson Company, 1347 Rush Street, Cincinnati, Ohio, you have just received the letter asking for information concerning John P. Lloyd, who is mentioned in problem

fourteen on page 63. Write the answer assuming that the following are facts:

John P. Lloyd was in the employment of your firm for a period of two years. Give dates. He came to your firm without selling experience. However, his winning personality and faithful, conscientious work quickly brought him to the front as a salesman. He left your employ solely because of greater opportunities elsewhere. You recommend him in every way. Add anything else which you think is needed to make your reply complete.

9. Criticise, then rewrite the following letter written in answer to the inquiry mentioned in problem sixteen on page 63.

Dear Sir:

In reply to your letter of recent date, asking for information regarding our methods used, wish to state that in writing our business letters we are as brief as possible to cover the subject and right to the point. We believe that most business men are in the same position we are and like their letters short and to the point, thus saving their time.

Regarding instructions as to style, character, etc., it has been our custom to allow our employes to read over our past correspondence and get ideas from that. We do not issue any manuals or printed instructions as we do not feel the need of same in our office.

If you wish any further information, would suggest that you write to the Harry Geary Lumber Company or the Cedar & Fir Products Company, both of this city, who are large wholesale lumber concerns, who might assist you along this line. We trust the above will be of some benefit to you.

Yours truly,

10. Write the answer to problem seventeen on page 64.

Assume that you are in charge of the Commercial Department of your city High School. Answer all questions briefly but concisely. Make use of the following facts:

You organized your High School Commercial Efficiency Club two years ago. All members of the high school commercial department belong to the club. No dues are charged. Meetings are held once a week. At these meetings local business men and members of the club discuss business methods, and shorthand, typewriting, and rapid calculation contests are provided for. Social gatherings are held once a month. The special aim of your club is to give all members an opportunity to come in close contact with the business men of your city by visiting them in their offices, stores, and other places of business, and by asking them to come to your school to talk about their methods of doing business successfully. Add anything else which may occur to you as being necessary to make your reply complete.

11. As correspondent of the National Security Company, New York City, you have been asked to give the information requested in the letter in problem twenty-one on page 65.

Recommend the purchase of the following standard stocks, which are

absolutely safe, for investment: Northwest Refining Company, 7% Preferred, to yield about 6.73%; Allen Oil Company (N. J.) 7% Preferred, to yield about 6.73%; Standard Oil Company (Ohio), 7% Preferred, to yield about 7%.

You have only a limited number of these stocks, which are exempt from the Normal Federal Income Tax, left. Their par value is \$100. You will accept orders at the present market rates, subject to confirmation.

12. As president of the advertising firm mentioned in problem twenty-five on page 66, accept the invitation to deliver a short address on "Ways and Means of Advertising a City," stating exact date of your arrival, etc., etc.

13. Assume that you are the correspondence supervisor of the Universal Mailing Company, 169 W. Adams Street, Denver, Colorado, and that one of your correspondents has written the following answer to an inquiry from a prospect who is desirous of securing a special list of from two to five hundred names of firms who deal directly with farmers.

Criticise the letter, then write a better one to take its place.
The Mortensen Chemical Products Co.,
Cedar Rapids, Iowa.

Attention: Mr. F. C. Mortensen.

Gentlemen:—

Replying to yours of the 19th will say, we are inclosing our latest general price list #103 with other printed matter.

Answering your inquiry will say, that we will furnish you a list of 200 firms who deal direct with farmers by letter for \$4.00, or 500 for \$10.00.

On receipt of either amount we will serve you very promptly.

Thanking you for your inquiry, we remain

Most sincerely,

(Signed) THE UNIVERSAL MAILING COMPANY

14. Assume that you are the advertising manager of the U. S. Motor Company, Detroit, Michigan. You have just received a letter from the Petroleum News, 691 Hope Street, Los Angeles, California, asking you to place advertising in this trade publication.

Answer, asking the Petroleum News to send you full details relative to its circulation, showing geographical distribution, and any material that would show why your firm ought to advertise in the pages of this publication.

15. The letter appearing in problem twenty-six on page 66 has just

come to you, the Advertising Manager of The Best Plow Company, Moline, Illinois, for reply.

Write to the effect that your firm is at present doing very little newspaper advertising. Explain that it is customary for advertisers to make contracts with newspapers for a certain number of lines in order to get the advantage of lower rates. When the maximum space is not used up, then adjustments have to be made. Say that your treatment of the Progressive Farm World is therefore not an exception in this respect, and that you will place copy in this publication whenever your advertising campaign allows you to do so.

Problems in Refusing Information, Favors, etc.

16. Refer to problem sixteen on page 63. Write a brief but courteous note refusing the request on the ground that it is against the policy of your firm to send out material of the kind asked for.

17. Answer the letter of inquiry asked for in the solution of problem eighteen on page 64. State that owing to the fact that you have not used machines available for renting purposes at present, you are unable to comply with the request of the Manager of The Practical Business College. Recommend the purchase of two new machines either for cash or on the installment plan. Say that with each new machine purchased, you will give five Victor Records free. This offer applies only to this particular case.

18. Write a reply to the letter asked for in problem twenty-five on page 66, saying that you are unable to accept this particular invitation because of other pressing engagements.

19. As Sales Manager of the Superior Motors Company, Sioux City, Iowa, you have just received a request from Frederick J. Drake Company, one of your dealers in Waterloo, Iowa, for fifty instruction books for car owners.

Your supply of instruction books is exhausted. A new supply is expected from the printer in about a month from date. Write to your dealer explaining the situation.

20. As Employment Manager of Cuddeback & Rock, Wholesale Dealers in Men's Clothing, 461 Fourth Avenue, Brooklyn, New York, you have received an inquiry from Baxter L. Williams, Athens, Tennessee, relative to employment on your sales force.

You are now asked to write Mr. Williams to the effect that it is your custom to fill all vacancies on your sales force by advancing those already in your employ who have full knowledge of the policies and traditions of your firm. You have adopted this policy because you have found that you were able to secure a better class of young men for your business by offering them the advantage of advancement.

21. As Sales Manager of Ogden & Leonard, Manufacturers of OL Gas Engines, Baltimore, Maryland, you have received a letter from Perfirio Valdez, Apartado 70, Mexico City, Mexico, asking for a catalogue and full information of your products, and giving as references the names of four large American business houses from whom he is at present importing goods.

Answer his inquiry. Say that it has always been your policy to confine the sale of your goods to the United States, and that you do not care to solicit business outside of this country, although you know that there is a good deal of satisfactory business to be secured there. Congratulate your inquirer upon the character of houses in this country with whom he is doing business. Being a foreigner, Mr. Valdez will appreciate a somewhat formal but very courteous letter.

22. You are the correspondent of the Nome Auto Truck Company, Syracuse, New York. In your morning's mail was the following letter from the New York State Retail Coal Merchants Association, 150 Lee Building, Brooklyn, New York:

The Nome Auto Truck Company,
Syracuse, New York.

Gentlemen:

I beg to acknowledge receipt of your of July 12th. I regret very much to hear that you have decided not to exhibit the Nome Truck at our Convention this year, at Richfield Springs. I do not remember a Convention, since I have been identified with the Association, that we did not have a Nome Truck exhibited. Had hoped to have that privilege this year again.

All indications point to an unusual attendance at Richfield Springs, both on account of its central location, and because of conditions in the trade which will bring about the attendance of a large number of retail merchants in this State. I wish that you might be led to reconsider your decision and be represented at the Convention, even were it only with literature and a representative of your sales force.

Very sincerely yours,

Criticise this letter and rewrite it in better form. Then answer it by saying that you have decided not to exhibit this year.

23. Assume that the following letter has come to you for attention:

Dear Sir:

The plans of the Foreign Trade Convention, as you know, dealt largely with Central European trade—a fact of immense significance and one which shows very clearly the way the wind blows.

If you go personally to Central Europe you probably remain only long enough to realize how much more there is to learn about those people than you can possibly gain from a superficial survey. You come home only to ask yourself the thousand and one questions about Central Europe that are as entertaining when answered and as hope-

lessly intriguing when unanswered as the tales of the Arabian Nights themselves.

The pleasant way, the satisfactory way of keeping track of Central Europe with its vast past, its enlarging present and its encouraging future, is to read EUROPIA, the American Magazine of Central Europe.

EUROPIA is the only general magazine in America devoted exclusively to Central Europe. It brings up the commercial aspects of Central Europe for consideration and gives you, month by month, that variety of material from which you are able to comprehend accurately the people with whom your business compels you to deal. Through acquaintance with the customs, traditions, trade and political relations and modes of life of these different peoples, they cease to be inscrutable and you are able to meet them on a practical business basis.

Acceptance of associate membership in the American Central European Association will bring you EUROPIA for one year. An application form is enclosed for your convenience.

Yours very truly,

Answer the above letter, declining membership in the American Central European Association.

24. The Babies' Hospital, 982 Cortland Street, Plainfield, New Jersey, has written you soliciting advertising for the Summer Number of the Hospital Herald, for the benefit of the Babies' Hospital.

Reply to this letter saying that you appreciate the splendid work which this institution is doing, but that you wish to be excused this time from taking an advertisement in the summer number for reasons which you make plain.

25. Criticise the following letter, which is sent in answer to solicitations for advertising:

Gentlemen:

The other day I was talking to one of the good citizens I know who knows a whole lot about the advertising business, and he began to tell me of the number of possible markets which we could use in advertising to a lot of regular women who use Face Powder. When he got through, I felt like the plutocrat who said to his butler after listening to a man's hard-luck story:—"Throw this fellow out. He is breaking my heart."

I have a cute little list of not less than twenty or twenty-five first-class publications largely read by women (if not entirely) that I would be just tickled to death to advertise in, and this doesn't begin to include special publications in many fields having an exclusive feminine appeal.

The difficulty is, of course, that with the present H. C. L. you can't go far with about \$75,000. Some day I hope to have a really big appropriation to use—what theatrical people call "important money." At present I have to take a few bets and stick to them.

Cordially yours,

CHAPTER V

LETTERS OF PERSONAL INFORMATION

LETTERS OF INTRODUCTION

They are personal communications ordinarily written by one person to another person for the purpose of bringing about the acquaintanceship of two persons not known to each other. Brevity combined with definiteness, and simplicity prompted by sincerity are the four essential qualities of efficient letters of introduction.

The following paragraph outline shows what in general the letter of introduction should do:

1. Give information enabling reader to identify person seeking introduction.
2. State the circumstances of, and the reason for the introduction.
3. Show appreciation of any interest that may be manifested by reader in the person introduced.

Illustration:

Identifying the person seeking introduction

Dear Mr. Wilson:

This is to introduce to you Mr. F. G. Miller, Special Feature Writer of the Salt Lake Business Journal, and a personal friend of mine.

Giving the circumstances of and the reason for the introduction

Mr. Miller is at present making a careful study of the Organization and Operation of Commercial Clubs in cities having a population of at least 100,000. Thus he is gathering facts which he intends to present to the readers of his publication for the purpose of boosting the organization of a commercial club in Salt Lake City.

Showing appreciation of favors that may be granted person introduced

Any courtesy you may be able to show Mr. Miller in giving him information and in introducing him, I shall regard as a personal favor to me.

Cordially yours,

PROBLEMS IN WRITING LETTERS OF INTRODUCTION

1. One of your classmates has just obtained a position with a firm, but

he is not acquainted with any one of its members. The president of the firm has known you for eight years. Prepare a letter to introduce your classmate to the president.

2. A personal friend of yours is moving to a city where an old college chum of yours lives. Write a letter introducing the former to the latter.

3. Assume that you are the Secretary of your local Chamber of Commerce, and that a student from a neighboring college or university, who is making a study of the chances of employment college men have with real estate firms, has asked you to give him a letter of introduction to a prominent real estate firm. Write the letter.

4. Assume that you are the employment secretary of your school. A student in the School of Commerce has just asked you to give him a letter of introduction to the general manager of a local advertising agency, with whom the former is seeking suitable employment during the approaching summer vacation. Prepare the letter.

5. You are the Secretary of your local Young Men's Christian Association. Your friend, James Glover, recently graduated from college, intends to go to Chicago, Illinois, to make a special study of the work done by the Chicago Y. M. C. A. He has asked you for a letter of introduction to the General Secretary of the Chicago Y. M. C. A. Write the letter.

6. Assume that you are Professor of Economics in your college or university. Your friend, Harold Miller, who is employed as an artist in the Advertising Department of the Ayer & Rice Company, your city, is interested in attending some extension courses in advertising at your school. He has asked you for a letter of introduction to Professor Wayne Beck, who is in charge of the advertising courses. Prepare the letter.

7. Your friend, Charles B. Warner, Employment Manager of The Simplex Manufacturing Company, Dayton, Ohio, has worked out a system of employment management which has proved very successful for a number of years. Since you are reorganizing the employment department of your own firm, of which you are Superintendent, you are naturally interested in your friend's employment methods. Though he has invited you several times to visit him at Dayton so that you might make a personal study of his methods, you have been unable to accept his invitation because of pressure of work.

You have just now decided to send Wallace J. Tilden, the head of your employment department, to Dayton, to get first-hand information relative to the methods of employment used by The Simplex Manufacturing Company. Write a letter introducing Mr. Tilden to your friend in Dayton.

8. A friend of yours is making a business and pleasure trip to Honolulu, where you have numerous friends, having resided there for a number of years. He is asking you for letters of introduction to some of your Honolulu friends. Comply with his request.

9. Write a letter introducing a fellow employee who is leaving for New York City to attend the School of Commerce, Accounts, and Finance of New York University, to a friend of yours who is assistant cashier in a bank in New York City.

10. Assume that a student from a neighboring college or university has come to you, the Sales Manager of the Trogler & Better Department Store, your city, to obtain data concerning your system of training sales-people which you have just given him. He now asks you to introduce him by letter to some one else who may be able to aid him further in his search for reliable information. Grant his request.

11. Criticise, then rewrite the letter of introduction given below.

Dean Moe,
Statewide Agriculture College,
Statewide, America.

Dear Sir:

Mr. R. S. Johnston of 1120 E. 45th street, Monticello, Illinois, a former graduate of S. A. C., and a very personal friend of mine, wishes advice and information on the extension course in sales and advertising, given at night in your college. If you can help him in any way, it will be very much appreciated by us both.

Very truly yours,

LETTERS OF REFERENCE

Every responsible business house requires an applicant for a position to give the names of former employers and persons to whom it may refer concerning his work and character. Letters of reference asking for certain necessary information relative to the applicant's character and ability are then addressed to those whose names he has furnished.

Like all letters demanding personal information, letters of reference are brief, courteous, and to the point. They should be written in accordance with the following outline:

1. State purpose or general subject of letter at once and briefly.
2. Ask courteously for definite information.
3. Say that information furnished will be appreciated

} These may often
be combined.

Illustration:

Gentlemen:

*Stating
general
subject of
letter*

Chester Shellberg, who states that he has been employed as follow-up clerk in your shop-accounting department from November 1, 1908 to July 25, 1920, has just applied to us for a position in our Accounting Department. He has given your name as reference.

*Making
request for
information*

To enable us to determine Mr. Shellberg's fitness for this position, will you please write us concerning his character, his habits, his record while in your employ, and his reason for leaving you.

*Saying infor-
mation will
be appre-
ciated*

We shall appreciate your giving us this information as soon as you can, so that we may better judge the applicant's fitness for our work.

Very truly yours,

Frequently, printed information blanks which the person given as reference is asked to fill out, or lists of questions concerning the applicant, are enclosed in letters of reference. In that case, it is necessary for the letter only to:

1. State purpose and subject of letter at once and briefly.
2. Ask for information and to say that it will be appreciated.

Illustration:

Gentlemen:

*Stating pur-
pose and sub-
ject of letter*

We have an application from L. Gilbert, employed by you as Assistant Sales Manager for a period of two years up to about a month ago, for the position of Sales Manager.

*Saying infor-
mation will
be appre-
ciated*

We are seriously considering Mr. Gilbert's application and should very much appreciate your answering the questions on the inclosed reference blank, and also your giving us what other information you can concerning his fitness for this important position.

Yours very truly,

PROBLEMS IN WRITING LETTERS OF REFERENCE

1. As Correspondent in the Employment Department of the Sternberg Film Company, 416 Filmland Road, Los Angeles, California, you have just received an application from Miss Edith Rice for the position of secretary to the Vice-President of your firm. Among the references given by her appears the name of the Johnson-White Film Corporation, 25 Golden Gate Avenue, San Francisco, California, by which firm Miss Rice was employed as stenographer for a period of three and a half years. (Give exact dates.)

Write a letter of reference to this firm concerning Miss Rice's record as stenographer, etc.

2. When making personal application for the position of night-watchman, Edward Little, gave the name of the Eastern Commission Company, Minneapolis, Minnesota, a firm which recently discharged him presumably because of lack of work. As manager of the firm to which application was made, write the Eastern Commission Company for the applicant's

qualifications and also for the reason of his discharge. Ask a number of definite questions regarding the past record of the applicant.

3. Elizabeth Gordon, just graduated from your local High School of Commerce, has applied to you, a lawyer, for a position as office secretary. She gives the name of Walter J. Harvey, Principal of the High School of Commerce, for reference. Prepare a letter to be sent to Mr. Harvey concerning Miss Gordon's qualifications for the position she wishes to secure.

4. George J. Worthington, who is about to be graduated from the School of Commerce of your state university, where he has majored in Business English, Salesmanship, and Advertising, has written you, the Manager of the Johnson-Francis Advertising Agency, your city, asking to be considered for a position as copy writer.

Write a letter to the Dean of the School of Commerce of your state university, whose name the applicant gave as reference, for information about the latter.

5. (a) Prepare a list of not less than ten and not more than fifteen questions which might be asked of persons to whom applicants for positions as salesmen have referred you for information. Make questions brief and arrange them in logical order.

(b) Prepare a list of questions to be asked of applicants for the position of Junior Accountant.

(c) For the position of Stenographer.

(d) Prepare a list of questions to be asked of an applicant for the position of Correspondent.

6. Prepare a one page blank to be used in connection with letters of reference, and to be filled out by persons whose names will be given you for reference. This blank should have proper headings and sub-headings. All questions should be definite, to the point, numbered, listed in order of their importance, and attractively arranged on the page. Leave space for special remarks and for signature of the person giving the information asked for.

7. As employment manager of a local firm selling hardware, you recently sent to Roland Alexander, Salesman, living in a neighboring city, an application blank which he has just filled out and returned to you. The information given on the blank indicates that the applicant has been in the employ of three different firms during the past five years. He has given the names of two of these firms for reference, but has omitted the name of his third employer, a prominent wholesale hardware company, for some unknown reason.

Write a letter to the Smith Wholesale Hardware Company, Battle Creek, Michigan, for information concerning Roland Alexander's record with this particular firm.

8. You are the Manager of the Credit Department of Chalfant Brothers, a men's clothing store, 867 Lake Street, Boise, Idaho. Miss Winnifred Mercier, your city, has just made written application to you for a position as your stenographer and secretary. Among the references given by her is the name of a personal friend of yours, whose secretary Miss Mercier was for a period of six months.

Write him a more or less personal letter concerning the applicant's ability, character, and record while in his employ.

9. In the letter to be written in solution of problem three on page 81, you neglected to ask the reference there given about the applicant's ability to mingle with people, which in view of the fact that she is to receive your clients, is an important factor for you to consider before engaging her.

Write another letter to Mr. Harvey to get this information, which was not contained in his reply to your first letter.

10. William F. Anderson has applied to you, the Manager of the Winner Fountain Pen Company, your city, for a position as clerk in your shipping department. Send a letter to one of his former employers (a prominent wholesale grocery house in an adjacent city) to whom he has referred you for information. Inclose a blank to be filled out by the reference.

LETTERS OF RECOMMENDATION

It is their purpose to give to a prospective employer in a candid, conservative, and positive manner specific and distinct facts regarding a person's business history, thus personally recommending an applicant for a certain position.

Because of their general nature and the ease with which they may be obtained, "To Whom It May Concern" letters are regarded by most employers as of little value. To make a letter recommending some one for a position effective, it should be addressed specifically to some person.

Whether general or personal, letters of recommendation should contain the following essentials:

1. Brief statement of subject and purpose of letter.
2. Résumé of person's history of employment, qualifications, etc.
3. Candid statement of writer's personal judgment of person's qualifications and probable fitness for position.
4. Final recommendation of former employee.

Illustration:

Subject and purpose of letter

Dear Sir:

I am pleased to give my opinion of Nelson B. Reeder, in compliance with your request of May 3.

*Business
history*

He has been in our employ for two years as Correspondent in the Sales Department, having come to us from the University of Michigan, of which institution he is a graduate.

*Writer's
personal
judgment
of person's
qualifi-
cations*

He writes very well; his letters have much originality and force. Recently he reorganized our entire correspondence system, and with excellent results. As a keen student of human nature, he knows how to make effective written appeals to different classes of people. He is a courteous, reliable, and very capable young man. His reason for leaving our employ is that he wishes to get into the advertising game.

*Final recom-
mendation of
former employee*

I heartily and personally recommend him to you as a young man of excellent possibilities.

Yours very truly,

PROBLEMS IN WRITING LETTERS OF RECOMMENDATION

1. As Chief Clerk of the Johnson-White Film Corporation, 25 Golden Gate Avenue, San Francisco, California, reply to the letter asked for in problem one on page 80.

The working record of Miss Rice is good in every respect. She is a rapid, accurate, and conscientious stenographer, always endeavoring to do her very best. You have a very good opinion of her as a young business woman. She is leaving your firm because her family is moving to Los Angeles, California.

2. Reply to the letter to be written in solving problem two on page 80. Answer definitely such questions as may have been asked in this letter. Make your letter of recommendation brief but complete.

3. Assume that you are the principal of the school mentioned in problem three on page 80, and that Elizabeth Gordon has made an enviable record as student in your school. She was an unusually tactful, and neat office worker, when employed in your office for part-time work during her senior year at school.

Use these and other supposed facts which may occur to you as being essential in a letter of recommendation for the position she wishes to secure.

4. Prepare a personal recommendation for an experienced bookkeeper. Supply all the data needed to make it complete.

5. Recommend one of your classmates, whom you know well personally, to a business friend of yours for an important position. Supply your own data.

6. As Sales Manager of the Smith Wholesale Hardware Company, the firm mentioned in problem seven on page 81, write the answer to the letter there asked for.

Your employment records indicate that Roland Alexander was in your employ for about six months. He is, in your opinion, a very capable salesman. He left your employ because of greater opportunities elsewhere. Enlarge upon these data as you may see fit. Write the letter of recommendation.

7. As a former employer of Wm. F. Anderson, you have just received the letter asked for in problem ten on page 82. Write a letter in reply, saying that you prefer not to recommend the applicant for good reasons. Do not fill out the blank.

8. Assume that you are the professor in charge of courses in accounting in your school, and that one of your best students, who is about to be graduated, has asked you for a general letter of recommendation, which he intends to use when applying to accounting firms for a position. Prepare the letter.

9. Your elevator man asks you for an open letter of recommendation. He has served you cheerfully and faithfully for three years. He is leaving your employ to be with and care for his aged mother in a distant city. Being a Norwegian by birth, he is devoting most of his spare time to the study of the English language, and other subjects, the mastery of which will in time enable him to occupy a better position.

Write the letter making use of any of these supposed facts.

10. The Madson & Peirce Company, Rockford, Illinois, has asked you, the Superintendent of the La Salle, Illinois, Electric Company, for information concerning Walter Shepherd, who was in your employ as head electrician for a period of four years. His record indicates that he is a very capable man with a good education and a good deal of practical experience. He is a faithful worker, and knows how to get the maximum amount of work with the least effort out of those put under his charge. He is a man who likes to be given responsibility. His personal habits are good, his character is far above the average. He left your employ in search of better opportunities.

Using this information, prepare a letter recommending your former employee to the Madson & Peirce Company.

LETTERS OF APPLICATION

They are written to induce some one to invest a certain amount of money—salary—in the time and services of one who seeks a profitable market therefor. The relationship is obvious: the applicant is the seller, the prospective employer the investor or buyer, and the letter of application the promoter, whose important task is to bring those two persons together for mutual benefit.

The Attitude They Should Show

First, and most important of all, your application must show

clearly and unmistakably the stand you take in general toward securing employment, and in particular toward the possible employer and his business. The egotistical "I am looking for opportunities" or the begging "I need a job" letter will go unread because it is without vitality, adaptation, and sales "punch": it properly belongs in the wastebasket. The following letter illustrates this point:

Gentlemen:

Am in most urgent need of a position. I am looking for an opportunity to serve you faithfully, as I am out of employment. Would be glad to accept anything. Have had practical experience with large firms on the Coast.

Well recommended references are at your disposal. You will find me a first class, wide-awake man. Willing worker, steady, faithful, honest, accurate at figures, thoroughly reliable, good habits, and from first-class family. I have capacity and brains to handle good positions, and want to work for you as I am experienced and competent.

Any assistance you may give me in securing a position will be greatly appreciated, or a trial, and I will not disappoint you. I will prove a valuable help to any one who may employ me for the present, and future advancement.

Trusting you may have some kind of a position you can offer me and calling your attention to the fact that I am in such circumstances (without friends here) and that I must have work at once.

Will you kindly give me something that offers a living? Thanking you for an early reply, I beg to sign

Myself as yours most

Sincerely,

How well this letter illustrates the fact that the appeal to sympathy is altogether out of place in a message purporting *to offer personal assets most valuable!* Beware of a negative, pathetic tone in an application, for such an appeal is certain to be ill-fated.

Strongly impress upon your reader the fact that your time and services are not so much your own prized possessions (however true this may be), but that they will become most valuable business assets *to him* the moment he employs you. Then say why you are convinced this is true. In your letter manifest a healthy, definite, and sincere interest in your reader's business and his problems. Go a step further: Back up this interest, and prove it by concrete statements as to what you are and what you have accomplished. This will lend your written effort individuality and character. All

in all, give your prospective employer to understand that his business will for definite reasons, which you make clear, be better off if he engages *you* for the position which he has open.

Their Essential Qualities

To produce favorable action letters written to secure employment should be:

1. *Brief*.—All information concerning the applicant's personal, business, or professional history should not, as a rule, occupy more than a page of single-spaced, typewritten matter.
2. *Correct*.—The form of the letter should be faultless and in strict harmony with the best standards of business letter writing. In no respect should it be offensive or eccentric.

The tone and language should be suited to the reader. Errors in grammar, punctuation, spelling, or sentence structure should be scrupulously avoided.

3. *Businesslike*.—The physical appearance, so far as the stationery (only good, white, 8½ x 11, bond paper with envelopes to match should be used), the typewriting, the arrangement of the letter, etc., are concerned, should be neat and designed to make a strong, positive first impression.
4. *Adapted*.—Careful adjustment to the reader's point of view, his character, and that of his business is the prime factor here. A keen interest should be shown in the employer's problems. The pronoun "you" should be pleasantly conspicuous.
5. *Specific*.—All statements of fact should be made specifically. Statements of opinion should be made guardedly, or, better, not at all.
6. *Straightforward*.—The tone of the application should be unaffected and not be "made to order." Rather its simplicity and directness should reveal the writer's substantial character.
7. *Convincing*.—All statements appearing in the letter should be so arranged and worded as to convince the reader of the earnest desire of the applicant to make good, if employed. Above all else, they should be positive.
8. *Forceful*.—The final test: The letter as a whole should make a vivid impression. It should stand out as the application of a person not overconfident, but rather of one reasonably confident of being able "to deliver the goods" if given an opportunity to do so.

Necessary Preliminary Steps

The actual writing of an application should always be preceded by a painstaking analysis of the specific demands likely to be made by the prospective employer of the writer, and of the gen-

eral and particular requirements of the position to be secured. This survey of the applicant's future working field can well be made in the case of all applications except probably those that constitute replies to "blind" advertisements.

In all cases where the applicant has definite, personal knowledge of a vacancy, he should obtain as detailed data as possible relative to the character of the man to whom he is to apply, the requirements of the position, and the nature of the business. If possible, he should try to find out the name of the person who has the final "yes" or "no" in his case. Information thus gathered will help the applicant to determine just what type of person the employer needs and wants, and to write a more carefully-suited, intelligent, and personal letter. In it the reader will find facts sufficient to enable him to judge at once the writer's fitness for the position, and the way for a personal interview may so have been paved.

A complete application letter should be constructed on this plan:

KEY THOUGHT OF PARAGRAPH—WHAT THE PARAGRAPH SHOULD DO

1. *You want a certain position:* Make your reader at once acquainted with the fact that you are applying for a certain position in his business. Let him know where you got this information. Make your opening sentence brief, interesting, and definite.
2. *You are fitted for it, by:*
 - (a) *your experience:* Give résumé of your business or professional experience. Emphasize those parts likely to be of greatest importance to the employer. Indicate specifically the kind of work you have done, how long you have done it, and what you have accomplished. Confine yourself to statements of fact. Strive to make these attractive and convincing to the reader. Always remember you are "selling yourself."
 - (b) *your education:* Give résumé of your education. Name schools of which you are a graduate. Where desirable, indicate that your schooling has fitted you to do certain work especially well. Lay stress upon that part of your school work which is likely to be of greatest moment to your reader.

3. *You want the position for a definite reason:*

Prospective employers always want to be assured that the applicant has a good reason for wanting employment. This information should be given here briefly and unhesitatingly.

4. *You tell your reader something about yourself:*

Give him data relative to your age, nationality, habits, state of health, and whether you are single or married.

5. *You name those who know you and your work well:*

Give the names, positions, and addresses of three or four persons who can speak with authority of your character and of the work you have done in former positions. Do not submit a large number of references, but concentrate upon a few good ones.

6. *You express confidence in your ability to make good and ask for a personal interview:*

Summarize your main selling points in a forceful, convincing manner. Be positive. Make it easy for your reader to grant you a personal interview by giving him your telephone number, by enclosing a stamped, addressed envelope, etc. State exact time when you can be present for interview.

NOTE: It is best not to mention the amount of salary you desire unless this information has been asked for. An arbitrary statement of the amount of compensation wanted may spoil your chances of getting an interview and so a good position. Leave the entire question of salary for the interview, when you are face to face with your prospective employer.

ILLUSTRATION OF A COMPLETE LETTER OF APPLICATION

Gentlemen:

You want a certain position

Mr. Wm. F. Munroe, Chief Clerk of the Francis-Munson Company, this city, has just told me of an opening for a correspondent in your mail-order department. Please consider this letter an application for the position.

The following is a complete statement of my business experience:

Your experience fits you for it

At present I am correspondent in the Mail-Sales Department of the Sterling Department Store, with which firm I have been associated since September 1916. It is my special task to prepare all sales and follow-up letters for my firm. Recently one of my sales letters to women brought over 26% returns in bona fide orders.

Your education fits you for it

For two years, from July 1916 to July 1918, I was salesman for the Jackson Novelty Company, this city. While in this position, I learned how to sell to men and women personally, thus obtaining a knowledge of human nature which has proved invaluable to me in preparing effective written sales appeals.

You want the position for a definite reason

My school training is as follows:

A full, four-year commercial course in the Jefferson High School, this city. From this school I was graduated with honors in June, 1916.

You tell the reader about yourself

My reason for wishing to leave my present employer is that I am desirous of getting broader experience in selling by mail, and of assuming more responsibility.

I am American-born, Christian, twenty-seven years of age, and married. My health is good.

You name those who know you and your work

Mr. Walter Brown, Sales Manager of the Jackson Novelty Company, my former employer, this city, Mr. C. F. Armstrong, Manager of the Mail-Sales Department of the Sterling Department Store, my present employer, also this city, and

Mr. F. C. Mortensen, Principal, Jefferson High School, this city,

will gladly tell you of my ability and industry, if you will write them.

You express confidence in your ability to make good, and ask for interview

I am confident of being able to demonstrate the full value of my services to you just as soon as you will give me an opportunity to do so. Please give me a personal interview. My telephone number is West 196.

Yours very truly,

Answering "Blind" Advertisements

Base an application made in response to a "blind" advertisement, which in most cases discloses neither the name of the firm advertising nor much of the nature of its business, on a thorough understanding of the requisites of positions similar to the one advertised, and on any specific or general information given in the advertisement itself. Make your letter correct in form and attractive in appearance. Use white, letter-sized paper of good quality with envelopes to match. Ruled paper or social stationery should not be employed. How little attention may often be paid

to form and appearance is amply proved by the following "application" which was penciled on a piece of scratch paper:

Dear Sirs:

In answer to Adv. 867 Oregonian. Hoping for an early reply and oblige.

(Signed) WALTER MCBUR,

45 Ellis St., City.

Avoid being eccentric in your endeavor to be original: For an important position advertised in a newspaper a young man made application on a postal card. Needless to say, his message received no favorable consideration. Typewrite your letter to make it appear businesslike. See to it that your machine writes a fresh, clear-cut type. Leave good, even margins.

Make certain that all the data asked for in the advertisement is given in your reply. Arrange items regarding experience, training, and education concisely, and in the order of their importance to your reader, or, as circumstances demand, in the order in which they have been asked for in the advertisement. Leave the question of remuneration for the personal interview, unless you have been asked to state the amount of salary desired. Finally, place a special delivery stamp on the envelope bearing your letter. It adds just so much attention value to your application, and often secures for it a first and preferred reading.

Write replies to "blind" advertisements in accordance with the outline given for the preparation of complete application letters. However, it may be advisable to let the information which your letter gives be of a somewhat more general nature and more condensed in form. Note carefully the illustration below.

ILLUSTRATION OF APPLICATION MADE IN RESPONSE TO A "BLIND" ADVERTISEMENT

The Advertisement:

BOOKKEEPER.—Thoroughly competent man, to take entire charge of books of wholesale establishment and to assist in the handling of credits. Make application in writing, stating your qualifications and experience to Box 5719, Examiner.

The Reply: . . . Box 5719,
Examiner,
San Francisco,
California.
Gentlemen.

Your advertisement in this morning's Examiner indicates that you require the services of a man who is not only fast, accurate, and absolutely reliable in his bookkeeping work, but of one who has had also broad experience, and who enjoys responsibility. Please consider me an applicant for the position.

These are my qualifications:

Experience: Three years assistant bookkeeper in general office of manufacturing concern doing both a retail and wholesale business.

Four years as head bookkeeper of large wholesale business; in complete charge of books and also of credits and collections.

At present employed as traveling auditor by large wholesale establishment to examine the books of its various branch houses.

Education: Graduate of School of Commerce of Northwestern University. Specialized in Accounting.

Reasons for Change: Desirous of securing permanent position that will not necessitate my having to be away from home frequently, but that will allow me to enjoy the company of my family and the comforts of my home in this city.

Personals: Age thirty-seven, married. American, in good health and of good habits. Can furnish ample references.

I feel confident of my ability to meet your requirements and shall appreciate your giving me a personal interview. Please telephone Western 1048.

Very truly yours,

Circularizing Prospective Employers

Unsolicited applications are written not in answer to an advertisement, or as a result of a recommendation, or of general knowledge of a vacancy, but to sell personal services *direct*. Like all unsolicited sales letters, often they must awaken a desire for the product they are designed to sell, and create a market, in this instance an opening, for the applicant.

To a large extent the success of an unsolicited application will depend upon your choice of business houses to which your letters go. With care select a few, probably ten or fifteen firms, making sure that they are representative of the kind of business with which you wish to associate yourself.

Pay special attention to the appearance, form and composition of your circular application. Remember, he who receives it has nothing else to judge you by. Typewrite your letter on good, white bond paper of regular business size. Use envelopes to match. If good penmanship is an important qualification, add a postscript in your own handwriting to the application, or else pen a few lines on a separate sheet of paper. Your letter should be well paragraphed, free from errors in composition, spelling, and grammar, as well as from strike-overs and erasures. Errors in form and composition destroy the general appearance of the letter and distract the reader's attention. So negative is their suggestive value as in most cases to preclude favorable consideration of the letter. In this connection note the following, almost illiterate message:

Dear Sire

Aff your have opening in your plant for mie and a friend as a wire drawers Plise Lett mi No ant Wile come sune as We Hiare from Your.
Wery Truly Yours.

ILLUSTRATIONS OF CIRCULAR LETTERS OF APPLICATION

The following is a good example of an unsolicited letter of application. It was sent to about fifteen business firms. Twelve of these granted the writer, who by this means secured the kind of position he wanted, personal interviews:

Dear Sir:

Rarely have you the opportunity to purchase high class business ability and sound judgment of important matters in a man of twenty-eight.

You have now: this is on the Denver market, at a low figure, subject to immediate acceptance.

The writer has just completed a four-year period of service with the Associated Advertising Company in both Des Moines, Iowa, and Omaha, Nebraska, as salesman, and later as Manager of the Sales Promotion Department. His business ability and judgment are the logical results of that experience.

The six previous years he spent with a prominent wholesale grocery house of the Middle West and a merchandise broker of the same territory.

Work for the latter consisted of selling specialties to the retail grocery, hardware, and furniture dealers in the Middle West.

This man is unusually able, adaptable, analytical, and thorough. His broad experience has made it possible for him to see the selling features and possibilities, both in merchandise and service, in various lines of business.

His study and experience in handling many diversified phases of business while engaged in advertising have given him an insight into the policies and methods of many successful business houses of the Middle West, and his experience on the road is one of his best assets.

This man has recently come from Iowa to Colorado, where he wishes to make his home permanently.

He is in the best of health, twenty-eight years of age, of American parentage, and married. He can furnish the best of references.

Just now he would appreciate an interview to consider the matter of his fitness, and vice versa.

His name and address are

The following, unsolicited application, though long and detailed, was exceptionally successful in bringing favorable replies:

Dear Sir:

The Commercial Department of your school ought to stand out among the other departments of your institution, just as much as this letter will stand out in your mail today. It should be the strongest, the largest, the most efficient part of your entire school organization.

Your students should not be taking commercial subjects because they are compelled to, having perhaps failed in all other subjects, but because they are especially adapted to this particular kind of work, and because they like it. Their training should be such as to enable them to go out into the offices of your local business men and *make good*.

Yes, that is exactly what the business men of your community want. They do not care how the young man or woman that enters their employ is trained, so long as he or she makes good. And they have a right to demand that the "business" department of your school be ready to supply them with EFFICIENT help. More than that, they have a perfect right to prefer "home-made" bookkeepers and stenographers that were *trained to meet their particular needs*, to "imported" office help, which must be secured from the often far-away business college, and which, besides being more

*Writer
makes
specific
state-
ment to
arouse
reader's
curiosity*

*He creates
a desire for
his services
by stressing
the importance
of one of the
reader's typi-
cal problems*

expensive, lacks a knowledge of local business conditions.

He supplies both the market for his services and the solution of the problem

I can supply the needs of the business men of your community, if you will only put me in charge of your Commercial Department. I shall make this particular department a success by seeking the earnest coöperation of all business men of your city. I shall get into close touch with them, so as to be able not only to study conditions as they exist in their offices, but also to ascertain their particular wants and needs in the way of clerical help.

He visualizes the effects of the solution of the problem

Then, I shall endeavor to meet these needs by applying modern, up-to-date business methods to all my class work. All this will result in my being able to secure office positions for the graduates of the Commercial Department; at the same time I shall be satisfying the needs of the business men. Thus, the Commercial Department of your school will have fulfilled its important mission—that of having rendered to the community a distinct, necessary service.

As proof of his ability he cites

My thorough training along commercial and other lines will aid me greatly in bringing about this highly desirable result in a short time:

record of his education

In 1915 I was graduated from Lenox College, Hopkinton, Iowa, receiving the B. A. degree, having made Education my special study. At the College of Commerce, Waterloo, Iowa, I secured a good, all-around business training by completing courses in Bookkeeping, Arithmetic, Penmanship, Commercial Law, Gregg Shorthand, and Typewriting. I was able to complete the course in shorthand in but eleven weeks; in Rapid Computation I won the Gold Medal. Furthermore, the University of Commerce, Chicago, Illinois, and the LaSalle Extension University, also located in Chicago, granted me diplomas in Business Law and Higher Accountancy respectively.

and of his experience

My successful experience is further proof of my fitness for the position for which I hope to be considered seriously:

Business experience:

The Root & Walker Engr. Co., Moline, Illinois employed me for two years as accountant.

Teaching experience:

Last year I organized the Commercial Department

of the Manchester, Iowa, High School successfully. While there I taught Bookkeeping, Gregg Shorthand, Typewriting and Commercial Law. Though my classes were large, there were but few failures in any of them.

At the present time I am in charge of the Commercial Department of Westminster College, Salt Lake City, Utah. In addition to the courses taught while at Manchester, I give instruction in Commercial Arithmetic and Commercial Geography.

*He gives
reasons for
wanting to
change*

Though I am enjoying my work here very much, I wish to change because I am desirous of entering a larger, broader field, where I can afford to stay for a number of years, and thus grow with the institution. The fact that my present employer has offered me a substantial increase in salary to stay another year is splendid evidence of the satisfaction I have given here.

*He gives
personal data*

I am an American, Christian, twenty-four years of age, and not married.

*He names ref-
erences*

Dean Geo. B. Sweazey, Westminster College, Fulton, Missouri, as well as Professors Charles Bundy Wilson and R. A. Stevenson, both of the State University of Iowa, Iowa City, Iowa, will be glad to tell you more of my work, both as student and as teacher.

*He expresses
hope of get-
ting early
chance to
prove his worth*

I hope you will notify me as soon as a vacancy occurs in your Commercial Department, and that I may be given an early opportunity to prove my worth to you. Should you desire further information, I shall furnish it cheerfully.

*He suggests
that reader
take definite
action now*

In the meantime just slip one of your application blanks in the enclosed, stamped, self-addressed envelope, and mail it to me NOW.

Respectfully yours,

Inserting Advertisements

The "Situations Wanted" Column of newspapers and of professional and business periodicals provides a quick, inexpensive, and sure means for the marketing of your personal services. In it you can insert a want ad, and so reach an unusually large number of prospective employers in a very short time. Furthermore, as a result of the ad, only those vacancies in which you are likely to be seriously interested, and upon which you will wish to concentrate your full efforts, will be brought to your attention.

Before preparing an advertisement, write out on a sheet of paper brief statements of the important facts concerning your qualifications, training, etc., in much the same manner that you would for a letter of application. Then drop everything not absolutely necessary, and condense statements of the facts you have left to fifty words or less.

Remember your advertisement must compete for attention with numerous other, similar advertisements on the same page. Provide it therefore with a short, striking heading or ask the printer to use type that will lend it distinctiveness and individuality. Let it tell in concise but attractive form as complete, interesting, and original a story about yourself as its space permits. Indicate definitely the kind of position you want, why you want it, and how you are fitted for it. State your case briefly, but emphatically.

ILLUSTRATIONS OF EFFECTIVE WANT ADS

STENOGRAPHER PLUS.—Some advertising manager or agency man in Baltimore needs a girl who is a stenographer—and something more. The kind who doesn't need to be told; who studies her job and isn't afraid of real work. If you need such an assistant, write Ruth West, 8 Green St., Baltimore, Md.

AVAILABLE.—Young Executive. Progressive, energetic; experienced with a proven record; can lead and also follow; technical training; merchandising experience. Address ACN. 761.

AVAILABLE

A man of exceptional experience and ability is available to the right firm. He has made a success of his work for one of the largest corporations. He has been a salesman, merchandise manager and district sales manager for that firm, and made a record for himself in each position. Previously he had an intensive, practical training in advertising, exporting, and newspaper work.

A man of his personality and experience should be extremely successful as an *advertising salesman* on a high-grade publication, for he is not only a born salesman, but can assist his clients by his merchandising knowledge and familiarity with the problems of market distribution.

During his sales-management and export experience, he wrote many domestic and foreign sales letters, and had an opportunity to do considerable writing, which he likes. His merchandising, sales activities and dealer helps brought him into such intimate contact with manufacturers and merchants that he understands their problems quite well.

His balanced college education, associations, and valuable experiences would be extremely helpful to any agency, for many of their problems have already been his. His selling ability, ideas on copy, and his tact would make him a very desirable business getter and customer service man. He is twenty-eight years old, single, and will blend with your organization.

His character, record and ability to make good for you can be determined by communicating with H. S. Box 78, Journal.

JUNIOR ACCOUNTANT:—Walton Graduate desires position as junior with industrial, engineering, appraisal, or accounting concern. Age 31, 5 years' bookkeeping, cost accounting and statistical experience; 8 years' practical experience as machinist. Thoroughly familiar with machine tools and production methods. Box 89, care The Accountant.

COST ACCOUNTANT:—University Graduate, 25, Christian, single; wishes position that will give him experience in cost accounting, and will permit him to attend an institution of cost accounting in the evenings. Now holds position of trust and responsibility as cashier, and has charge of accounting for small manufacturing corporation. Willing to begin at the bottom with organization that will reward hard work and application with promotion. Ample references. Write to Box 7889, System.

PROBLEMS IN WRITING LETTERS OF APPLICATION

Answering "Blind" Advertisements

1. From the want ad columns of your favorite newspaper, select a "blind" advertisement for a position which you would like to secure. Write an application in answer to it.

2. YOUNG MAN.—To work for old-established hardware and sporting goods house; direct line of promotion to sales position or through office. If you are between twenty and twenty-two, and a high school graduate, apply by letter giving references, age, nationality, and salary expected. Box 1254, The Morning Post.

3. WANTED—COMPETENT BOOK-KEEPER.—And office man with experience in retail lumber and building material business. A No. 1 young man, capable of taking charge of books, credits and collections. No stenographic work. State experience and make application in own handwriting. Business located in good town in Kentucky. Address "M-98." Southern Lumberman.

4. WANTED—READY-TO-WEAR ADVERTISER.—A young man experienced in retail ready-to-wear store advertising; who has created high class selling copy; who has ideas for genuine sales promotion work; who wants to connect with a live store in a live town, and who is willing to start at a moderate salary, will be interested in this proposition.

If you can qualify, tell us in your first letter your age, your history, your aspirations. Also state firms you have worked for and what you have done. This is an uncommon opportunity for a man who wants to make a good job for himself.

Address all communications to 897 Flood Building, Syracuse, N. Y.

5. SALES CORRESPONDENT WANTED.—A St. Louis manufacturer of commercial refrigerators would like to hear from a sales correspondent to act as assistant to the sales manager. Young man with some selling experience in the refrigerating field, and who has the facility to write forceful letters, will find this an unusual opportunity to connect himself with one of the oldest, but most progressive, institutions in the Middle West. Refer reply with full details, photograph, etc., to Box RAN 2288, The Telegram.

6. SALES PROMOTION MAN WANTED.—To assist in sales development work on a long established, nationally known busi-

ness paper. Sales ability and character more essential than publishing experience. Show your qualifications as a sales correspondent by a letter. Give age, experience, etc. Address "G. T." Western Advertising.

7. SALESMAN WANTED.—We have an opportunity for a live wire of thirty in our sales organization; compensation and advancement commensurate with ability; references required. Write Box 1048, Examiner.

8. WANTED.—President of large city bank wants capable stenographer and secretary. Must be fast, accurate, and thoroughly reliable. College graduate preferred. State experience, training, age, nationality, and salary expected. Address K-930, The Chronicle.

9. ADVERTISING AGENCY WANTS CORRESPONDENT.—College graduate preferred; selling experience desirable. Excellent opportunity to learn advertising game thoroughly. State age, experience, education, and references. Address—Box 87, The Mailbag.

10. JUNIOR ACCOUNTANTS.—Several Junior Accountants are wanted by Southern firm. Applicants must state number years' experience, age, references, and salary expected. Box 2220, care The Journal of Accountancy.

11. WANTED.—A domestic science worker to take charge of housekeeping and teach classes in large settlement in Middle West. Salary \$1300.00, with subsidized board. Address 1254, Survey.

12. WANTED.—General publicity and house magazine man, also capable of handling correspondence. State experience, training, reference, personals, etc. Address C. N., Ambassador.

13. WANTED.—Man experienced in trade research, promotion, statistics, and advertising by a textile corporation specializing in goods formerly made in Germany. Address 600, Sales Manager.

14. PRINTING SALESMAN.—We have an opening for a printing salesman, one

who has made good. The man we have in mind is one who is successful in his present connection, but who for some good reason, through no fault of his own and beyond his control, is not satisfactorily located. If you are that man and can produce for a plant situated in New York City, doing high-grade booklet, catalogue and color work, we believe it will be to our mutual interest for you to get in touch with us. Correspondence strictly confidential. Address Box 7750-J, The New York Times.

15. WANTED.—Stenographer, Book-keeper.

Private Secretary, San Francisco, California. Man or woman of some experience (not too much). Work of a private, confidential nature, largely timber lands. No one else in office. Permanent position; not large salary at the start. Good opportunity for the right party. Address H. N. The Lumber Journal.

APPLICATIONS FOR CRITICISM, ANALYSIS, AND REVISION

16. *The advertisement:*

Opening for ambitious man between the ages of 25 and 30; one who after proper training would be capable of becoming first-class salesman; must furnish local references as to character and ability; state age, height, weight, and salary expected to start. Address B67, The Gazette.

The answer:

Walla Walla, Wash.,
July 6, 1922.

Sir:

Am looking for an opportunity to get on the sales force of some good business firm.

Have not had any great amount of experience. But I have had some training in constructive salesmanship and intend to load up with a great deal more of it.

Can furnish character references, also business references. Am not afraid of hard work and am willing to work on commission.

My age is thirty years, height five feet seven inches, and weight one hundred and fifty-five pounds.

Inclosed find postage which will bring a message to:

John White,
879 25th Ave., City,
Telephone Sunrise 898.
Most respectfully,

17. Gentlemen:

Your ad in this morning's paper.

Am a man with 22 years' experience in the jewelry business, capable of working in any part of same, from salesman to take complete charge of your repair department. Want to get a permanent position in your city.

More information and references on request.

Thanking you, I am

Yours respectfully,

NOTE.—The above letter is a reply received in answer to the following ad:

SALESMAN WANTED.—Jewelry business. State experience, age, etc. Address reply to M-648. Herald Office.

18. Rewrite in correct form the following letter:

Oxford Junction, Iowa,
Dec. 4-

M-687-Washingtonian.

Dear Sir.

I saw the add. in the Washingtonian. Boy about 16, living with parents good character, willing for bank work.

Please let me know all about it by return mail

(Signed) Frank Melder
46 Pike St.

19. The following letter is an answer to a "blind" advertisement for an experienced sporting goods salesman. Criticise and rewrite it.

Gentlemen:

In answer to your add in the Oregon will say that I am a thorough sporting goods man and would like the opportunity to get on with a firm like yours and can give you the best of references. Such men as Walter Jones of your city, also Mr. F. Black.

If you want a man who can mix with the people and make friends for your department, please give me a trial. I am forty years old, and am married. I came up here four years ago from the valley so your city is my home town.

Hoping to receive a telegram from you for I am ready to come on short notice if we can come to terms.

I will say that I know the fishing tackle game from A. to Z.

Thanking you in advance I remain

Yours truly,

20. Criticise, then rewrite the following letter of application—an answer to an advertisement for a bank clerk. It was written in ink on social stationery.

A. T. 433, Free Press,

Dear Sirs,

My qualifications for position which you advertised today are as follows:

College graduate, twenty-five years of age, reside at home, and am honest, sober and industrious, also dont use cigarettes.

I have not had experience in Banking, but have taken Alexander Hamilton and I. C. S. courses on Banking. I am single and reside with my widowed mother.

If additional references are desired, I would be glad to give you same.
Sincerely,

21. Below is a letter of application answering an advertisement for a messenger boy with good education. It was written on scratch paper in pencil, and bore no date, in fact, no heading at all.

Dear Sir:

In answer to your ad in this morning's Post I here am applying for the position.

I am 19 yrs of age with High School education. Trusting to find this satisfactory,

I remain,
Yours,

Phone B. 8778.

22. *The advertisement:*

AUTO MECHANIC WANTED:—First-class man; prefer steady, married man; steady work, 48 hours a week; no machine work; must be able to fit bearings and go through with motor work. A-34, Washingtonian.
--

Reply 1:

Fiedora, Wash.,
Oct. 13th,

In reply to your Ad.

I can fit bearing, and go through any other work on any Gasoline

Automobile, 15 years' experience in Auto Rep work. Am married and a steady worker.

Roy V. Hodges
84 Milder St.,
City.

Reply 2:

A-34 Washingtonian.

First-class A #1 Mechanic with 14 years experience desires position offered.

Have all my own tools and know how to use them. If you have a high class job where an all around man can show his worth, I would like to hear from you.

Am married man. Wages can be arranged. A good steady job more desirable than big wages.

Respectfully,

Reply 3:

89 Union St.,
Fiedora, Wash.,

A-34, Washingtonian,

DEAR SIR:

In reply to your advt. in this morning's "Washingtonian" for a first-class mechanic—I wish to offer my services.

I am married—32 years of age. Non drinker & non smoker or chewer of tobacco.

I am a first class mechanic & a careful & thorough workman, having had 12 years experience. I sure can scrape & line up bearings & fit pistons.

My last job was with the Waller Garage, who gives me a dandy reference.

I am willing to give my services for a week on trial at half wages & am confident of my ability to please you.

Hoping to hear from you, I am,

Yours respectfully,

Phone Woodman 879

23. Write in proper form the following parts of application letters:

- (a) You have an open position for a correspondent as an advertising agent listed with the Y. M. C. A. Employment Bureau.
- (b) You will find my habits businesslike as I strive for that purpose.
- (c) I have the efficiency to do hard work and your business will thrive if you employ me for this position.
- (d) It is my desire to obtain a position with your firm to work out my ideas on correspondence.
- (e) I hope to hear from you should you consider my application.

- (f) I have lived in Fair for over a year and can refer myself to Mr. Bell and Thomas of the City Accountant's Office, for whom I worked temporarily during the months of June and July.

Hoping to receive a favorable reply from you, I beg to remain.

- (g) In answer to your ad I am 25 years old and have had over two years experience as a bookkeeper. Also some banking experience as an adding machine operator. For references I refer you to:
- (h) I would respectfully apply for the position you advertise this am.
- (i) As per your request, I am writing you this application regarding the position I have been asking for.
- (j) If there is a chance for me to go to work with your firm I will begin at anything.
- (k) I am dependable, moral, of good health, energetic. Not a slave driver, but have the quality of getting people to work because they want to work.
- (l) I am 25 years old, of French origin, of excellent appearance, strong personality, and graduated from a commercial high school.
- (m) Although I earn a good living, I do not see any future for me in the position I am holding now, besides I am afraid that if the general depression existing now continues for some time, the house might decide to reduce its staff and dispense with my services.
- (n) Assuring you that I shall do my utmost to be worthy of the confidence that might be reposed in me, I am, Gentlemen,
Yours most respectfully,
- (o) I trust that this outline of my experience and desires will strongly influence you to grant me an interview on the occasion of the first vacancy or opportunity, and that it may be my luck to establish myself with your Company. Thanking you for your consideration of this letter of application, I remain.
- (p) I am twenty years old, I have had nearly two years of college education at the State College, taking up many faces of work.
- (q) I am very much interested in wheat and have been informed that your company is the best on the Coast.
- (r) Your ad in the Journal noted. I am 35 years of age, 12 years banking experience, including bookkeeping, stenography, and executive work and would be pleased if you would consider my qualifications.
- (s) I went to work with the Gas and Electric Company at

Mitchell, S. D., after which I went with the Johns Bridge Company, Minneapolis, finally lining up with the Utah Cement Company.

- (t) Hoping to hear from you at an early date and that I will be granted an interview, I remain.

Problems In Answering Complete Advertisements

24. STENOGRAPHER-SECRETARY. — Unmarried, male, under thirty-two, for large mining operation abroad. Tropical conditions. Healthy climate. Prefer man with pioneer experience who has served mining executive as secretary. Must pass rigid physical examination. Traveling and living expenses paid in addition to salary. Opportunity for successful applicant. Give experience, training, references, etc. The Buckingham Mining Company, 780 Spreckels Building, Los Angeles, California.

25. WANTED.—Jewish stenographer as general assistant to superintendent in institution. Attractive position, room and board. State qualifications. Apply Superintendent, 879 River Street, Trenton, N. J.

26. WANTED.—Man to take charge of advertising for installment furniture store. Permanent position with salary increase as merited. Sixty dollars per week to start. References necessary. People's Outfitting Company, Rochester, New York.

27. WANTED.—Practical advertising man or woman with original ideas. State experience, age, qualifications. Address Munson, Winston & Co., Muncy, Pa.

28. CAPABLE SALESMAN WANTED.—Experienced in selling shop and factory equipment; can make a very attractive connection selling our large and complete line of Superior Products. Prefer man now selling kindred lines and calling on trade regularly. Exclusive territory allotted, prompt shipments, liberal commissions allowed, attractive literature. This is an opportunity for a "hustler" to make big money and to establish a permanent connection. Give full particulars in your first letter, also references.

Address Superior Products Company, 84 Clinton St., Milwaukee, Wisconsin.

29. SASH AND DOOR LIST ESTIMATOR.—Young man experienced in making estimates from lists sent in by retail dealers. Address, giving age, experience, references, Nutting Sash and Door Company, St. Louis, Mo.

30. WANTED.—Woman, experienced in family social work, for assistant secretary. Must be qualified to supervise visitors, organize volunteers and teach students in Seattle School of Social Work. State age, health, education, experience, and present salary. Send photograph, references, and full information in first letter. Public Welfare Bureau, Seattle, Washington.

31. SEMI-SENIORS AND JUNIORS.—A long-established firm of certified public accountants desires to add to its staff several semi-seniors and juniors, who have had some public experience and who have completed an accredited course in accountancy, and, preferably, in business law; satisfactory academic education and impressive address requisite; exceptional opportunity for young men of mature determination; commensurate compensation. Give chronological account of business and professional history, education, age, nationality, whether married or single. Replies confidential. A. Lee Stevensen & Co., Norfolk, Va.

32. WANTED.—Sales Engineer by prominent manufacturer of engines and boilers. Must have practical knowledge of business and established selling ability. Applicants please state experience, training, etc. The Root & Duncan Engineering Company, Moline, Illinois.

33. CORRESPONDENCE CRITIC WANTED.—Must know how to write effectively. College graduate, experienced, able to direct others. Excellent opportunity for the right party. State experience, education, age, etc. Let your letter sell your services. The People's Department Store, 89 Worthy St., Burlington, Iowa.

MISCELLANEOUS PROBLEMS IN WRITING UNSOLICITED APPLICATIONS
AND OTHERS

34. Assume that you are about to be graduated from a university school of commerce, where, among numerous other subjects, you studied business English and advertising quite thoroughly. It is your desire to obtain, if possible, a position in some advertising agency as correspondent or copy writer in which you would have an opportunity to work out and submit some of your own ideas. You have had two summers' experience as a book salesman.

You have just been informed of an opening for a correspondent in a prominent, local advertising agency by the employment department of your school. Applicants for this position will be judged strictly by their first letters. These are to give complete data concerning the writer's qualifications. Experience is desirable, but not absolutely necessary. A personal interview will be granted those whose letters merit serious consideration.

Apply for the position. Make your letter an original, strong, man-to-man appeal for the position. Say that you do not want salary so much as an opportunity to prove your worth as correspondent.

35. As a sophomore in a university school of commerce, you find it suddenly necessary to discontinue your studies in order to earn your own living. You know shorthand and typewriting well, and think it best to obtain a position as stenographer.

Shortly before returning to school, the President of the First National Bank of your home town, whom you know well, said he might have an opening in the bank for you at some future time, and suggested your looking him up upon completion of your university course.

You are now asked to write to this man, reminding him of this statement, and suggesting that he employ you *now*. Give a complete statement of your qualifications, reason for leaving school, etc., etc. Tell him you want a stenographic position, and why.

36. Assume that some months ago, the head of your department or school recommended you, a graduate of a commercial school, for a position as correspondent with the Walker & Ports Installment Furniture Company, Indianapolis, Indiana.

You applied for this position by letter at that time, and though this firm was desirous of awarding you the position, it did not do so because your application contained a number of errors in spelling. In other respects it was good. In writing you the firm suggested your applying two months later, at which time you were to give satisfactory evidence of having improved your knowledge of spelling. The main requirements of the position are that the applicant must know how to keep books and how to write effective sales and collection letters. His application letter, moreover, was to state training, experience, if any, age, nationality, and references.

It is now two months since you first applied for the position. Write the second letter.

37. You are a salesman for the Service Automobile Company, your city, which firm has just sold its entire business, necessitating your securing another position. Your record indicates that you are thirty-two years old, married, American of Swedish parentage, of impressive address and winning personality, that you have been employed as salesman by the American Automobile Company, your city, for a period of three years, and by the Service Automobile Company, in the same capacity, for a period of two years. You have been topping the sales force of the latter firm so far as total annual sales for the last year are concerned.

Use these and any other assumptions, which may occur to you as being helpful, in the preparation of an unsolicited application to be sent to five firms selling high-grade automobiles in your city or neighborhood. Be very careful of the choice of these firms and adapt your letter to their particular needs and problems, which it will be advisable for you to ascertain and analyze before attempting to write the letter. Remember, you are writing an *unsolicited* application which must win attention, secure a complete reading, and bring you a personal interview. State the amount of compensation you have been receiving, but leave the amount of salary you wish for the personal interview.

38. Write a circular application for a position for which you think you are qualified. This letter is not to cover more than a single, typewritten page.

39. A friend has just told you that the Advertising-Service-Department of a medium-sized printery in Saint Paul wants a young man who can intelligently talk the advantages of Direct-Mail-Advertising to prospects and who can make attractive lay-outs and write good copy.

Assume that you want to get into advertising work, that you are a graduate of a four-year commercial course in college, and that you have just completed a correspondence course in advertising.

Make written application to The Avalon Printery, St. Paul, Minnesota, using any of the information given above and enlarging upon it as you may see fit.

40. You are just now finishing a course in college, and wish to obtain a position as high school teacher in your home town upon graduation.

Prepare an unsolicited application to be sent to the superintendent of your home town high school, informing him of your desire, and asking him to consider you for a position as teacher of certain subjects for the coming school year.

Inclose a photograph and a return envelope. Ask for an application blank. Let your letter sell your services.

41. Assume the following:

You have been a successful salesman in a retail drug store for four years, having worked for a time in every department of the store. Prior

to this, you were engaged for three years as traveling salesman by a wholesale drug firm, selling to retail druggists only. By the end of the first year, your total sales for this firm were the second largest of all those made by a force of twenty-five traveling salesmen. You gave up this lucrative position, because you married and did not want to be away from home most of the time.

Futhermore, your record indicates that you completed a three-year course in pharmacy at college, and that you passed the state examination for pharmacists with an average percentage of ninety-eight. You also know bookkeeping, having taken some time ago a year's course in a private business school. In college you were class president as well as captain of the football team.

One of your business friends tells you confidentially that The Owl Drug Company, a corporation operating a chain of retail drug stores in various parts of the country, is planning to establish branch stores in two different towns in your state.

You are now asked to prepare a letter of application for the position of manager of either of these branch stores. Use all of the information given above and supply additional data to make your letter complete and effective. In telling you of the opening of these stores, your friend asked you neither to say in your letter that you possessed such information, nor to use his name in any way whatever. Be sure, therefore, to respect his wish.

42. You just read in today's newspaper of an automobile accident in which the chief correspondent of E. A. Wilton & Company, a large mail-order house, Chicago, Illinois, has been fatally injured.

You are at present occupying a position as correspondent with the F. C. Morten Company, a mail-order house, in Rockford, Illinois. However, you are looking for a working field of broader experience and bigger possibilities.

Write a letter to E. A. Wilton & Company, Chicago, Illinois, applying for the position of chief correspondent. You are at liberty to use the information given above, and to supply such additional data as you may think necessary to produce an individual and complete appeal.

MISCELLANEOUS LETTERS OF APPLICATION FOR CRITICISM, REVISION, AND ANALYSIS

43. Mr. F. M. Glover, Personnel Officer,
Bank of America,
City.

Dear Sir:

In line with your suggestion I herewith submit my qualifications and record of experience with a view of employment in the Bank of America.

My grammar, high school and business education has been sup-

plemented by extensive reading and private study, and I have specialized in filing, systematizing, cataloging and indexing in connection with stenographic work.

For two years I have had charge of the mail and telegraph departments of the United Shipping Board (including the telegraph files), and more recently the general correspondence files also. This work has included the opening and routing of mail through the various departments, copying, routing, coding and decoding wires and the keeping of records in connection with the work.

Prior to my employment with the United Shipping Board I was Secretary to Mr. George Keiser, President of the Keiser National Bank, this city.

While with them I revised their files and catalogued and indexed publications and books received by the bank as a nucleus for a bank library. In addition to my employer's personal and general work, I had charge of the records and prospects of the BANK FARMER, wrote letters to prospects, follow-up letters for the various departments, and did research work for the various employees and departments along educational lines.

During the war I was first employed in the Mechanics' Bank, in the general filing department. Shortly before entering the service I was connected with the Universal Music Co. and in addition to clerical and secretarial work, was given charge of a special unit of the technical files.

Attached are some letters of recommendation for your information. For the Universal Music Company, I demonstrated and sold pianos, victrolas, records and player piano records, in addition to doing the stenographic and clerical and filing work of the sales department. I left them for successive and better positions with the Everlasting Typewriter Company, in charge of their employment and educational bureaus. I also did sales work for them, and for the latter company had charge of rentals, the supply department, and the keeping of rather extensive inventories and records in connection with the work.

For reference you may refer to the following:

1. Keiser National Bank, city.
2. Universal Music Company, city.
3. Everlasting Typewriter Company, city.

I should not care to consider a position unless it were one of responsibility and the salary commensurate with the duties of the position.

Thanking you for the opportunity of presenting my application,
I am

Very truly yours,

Telephone: Gary 898.

44. Chief Employment Clerk,
KK Department Store,
City.

Dear Sir:

Kindly consider this an application for a position in your worthy establishment.

A good set of quick acting and accurate brains, a youthful, healthy body full of vitality and vigor, a habit of being industrious and a reputation of being absolutely honest is what I offer you; coupled with six years of commercial banking experience, the last two years as Assistant Cashier, which has seasoned me in knowing men and enabling me to handle the affairs of others to the best possible advantage.

References—I have over a hundred successful, reliable business and professional men that know or know of me. What they say will surprise you.

Perhaps at the present time you have no available opening, nothing in sight, still it is possible that you have. Good American working blood is just what you desire on your staff or force, so when can I call to become better acquainted?

Cordially yours,

45. Paris Dept. Store,
Mono Lake, Indiana.

Attention Manager.

Gentlemen:

Satisfied customers are the greatest asset of a business. It is needless to tell you this.

If you want a man with the patience, tact, ability, and education necessary to change a “kicker” into a “booster,” the writer is the one that you could profitably find a place for in your organization.

References such as you might desire gladly furnished.

Should you be interested even in the slightest degree, arrange, at your own pleasure, an interview.

Yours with all respect,

46. Dear Sir:

Have you a salesman in Illinois? If not, I would like to carry your line. I was formerly with the Catchall people, but they are selling jobbers only. I have had seven years candy experience and and I am confident I can give you a nice business. Hoping to hear from you by return mail, I am

Yours Respectfully,

47. (Letters 47 up to and including 51 were received by a large city department store. They are all unsolicited.)

Dear Sir:

I would like to learn department store advertising and offer my services in your advertising office in exchange for the experience to be gained there.

I am middle-aged, educated, and have done a great deal of newspaper work. I have also contributed to a number of standard magazines: operate a typewriter but do not claim to be an expert typist.

If you care to consider my offer I will be glad to call and talk to you about it.

Yours very truly,

48. Gentlemen:

I request your consideration of the following application with the hope that you might be able to place me with your firm.

I am 24 years old and single and have been in America two years. I have had six years experience with a large Men's Furnishing House in Denmark, and on request I can submit the best of references from there. As I am especially desirous to become thoroughly familiar with American Methods in this line and also to obtain a good working knowledge of the language. I consider salary to be of secondary importance; just so that it is enough to pay my expenses.

I will be glad to submit any further information that is required. Awaiting your favor, I am

Yours very truly,

49. Gentlemen:

I am desirous of overtime employment during the holiday season: evenings or Saturday afternoons, or both.

I have had selling experience and have the education and personality to properly represent you to your customers.

Respectfully,

849 Carl St.,
City; Garfield 89.

50. Dear Sir:

I am in search of employment and should like to know if you could use a man of experience and ability. I am 29 years of age, rapid at figures and a quick and accurate bookkeeper. Further information is at your disposal at any time. Thanking you for the favor of a reply, I am

Very respectfully,

51. Gentlemen:

I am seeking permanent connections as collection manager and correspondent, where strict attention to business, promptness, neatness, and efficiency insure a future.

My experience has been along the line of wholesale and retail work, serving in several capacities, including shipping, correspondent, credits, service, and am especially qualified to handle collection correspondence, as I have had charge of a department covering this particular line of work for the past two years.

The best of references can be furnished regarding qualifications, integrity, etc.

Age twenty-eight.

Further data on request.

Hoping this meets with your approval and results to our mutual interests, I am

Yours very truly,

52. Gentlemen:

I wish to apply for a position in the office department of your company.

My age is sixteen and I shall soon graduate from the H. S. of this city. I can work after school and on Saturdays and holidays.

I can do typewriting, shorthand, a little bookkeeping, and can use such machines as the dictaphone and the comptometer.

If you try me out, you shall find me willing and not afraid of hard work and aiming to do my best at all times.

Sincerely yours,

53. (Letters 53 up to and including 56 are unsolicited applications for teaching positions. All were written in ink on social stationery.)

Dear Madam:

Should there be any vacancies in Jones County about December eighth, I should like a position, preferably fourth, fifth, or sixth grade work in a city system.

I shall graduate from the Watson State Normal December eighth. I have had four years experience, having taught three years near Wallowa, Iowa, and one year in the Winshire System.

For references I refer you to Professor W. M. Merriweather of the Watson State Normal, Sup't W. V. Fordman of the Watson Training School, Mr. A. B. Moxmer, Clerk of the Wallowa School Board, and Sup't V. M. Hitchcock of the Winshire City System.

Yours respectfully,

(Miss) Georgia F. Flower

54. Dear Madam: I have learned through Miss Carverg, that there is a Rural school vacancy in your County. I would like to apply for the position. I have had three years experience, one year in a rural school and two years of primary work.

I would like to know what the predominant nationality of the neighborhood is. Also, what living expenses would be. How soon do they want a teacher?

Respectfully,

55. School Superintendent,
Rocky Island, Calif.

My dear Miss Westover:

If a vacancy should occur in the primary grades of the Santa Ana County schools, will you please consider me an applicant for the position?

I will accept a position in any of the first four grades or all four grades.

I taught the primary grades for two years at Santa Felicia, California, and three years at Loomwater, Oregon. I have been re-elected each year.

I should like to have you hold my application for any vacancy that might occur before mid-year.

Regarding my qualifications I refer you to the following:

Miss M. K. Karber,
Santa Ana, Calif.

Mr. Ford J. Smyther,
Loomwater, Oregon.

Awaiting your reply, I am,

P. S. I will be glad to have you wire at my expense.
(Age 27)

56. Dear Sir:

Being a teacher by profession it seems that I would refer to you for information rather than any other.

I came West rather late to get a position as teacher unless it should be in some rural districts, and vacancies in them at this time of year, are generally such that are some distance from railroad, which I have no desire to accept, but I will have to do something soon, as I have spent almost all my money looking for work.

Any consideration shown me will be greatly appreciated, either by you or any other who will accept my application.

I have also worked as Cashier and assistant bookkeeper for one of the largest firms of Delwater, Minnesota.

Hoping to hear from you, also, that you may be of some assistance to me.

Thanking you, I am,

Respectfully Yours,

57. Dear Sir:

Are your transportation problems being handled to your entire satisfaction? If not, you are in the market for the services of a young man who is ambitious to get ahead and with the ability to amount to something in the business world by correctly directed effort and study. The undersigned, minus any spirit of egotism, considers himself in that class.

In connection with my experience in transportation state that previous to the War I had been employed as confidential stenographer and clerk to Superintendent Dance of the Parker Pass Division, U. S. R. R., and later as stenographer and clerk with the XYZ, and in the latter connection refer you to Mr. — — — — —
 — — — — — During the War was engaged in the Military Service as enlisted man and officer, on this side and in France and Germany. At the present time am employed as — — — — —
 — — — — — and I refer you to — — — — —
 — — — — — in this connection.

It is my desire to participate in the transportation game via water carrier. I have not the slightest doubt but what this end of transportation is a thing with a big future, especially from the Pacific Coast; also it appeals to me, not from personal experience however, but from knowledge gained through the medium of study and daily news gleaned from the Press. I have broadened my knowledge of traffic matters by a comprehensive study of the subject and feel entirely competent to handle any problem that might arise in connection with traffic matters, having completed a very satisfactory and interesting course in Traffic Management under the instruction of the La Salle Extension University, Chicago, Ill. You are probably as familiar with what the La Salle University offers and is capable of in this connection as the undersigned, so I will not attempt to elucidate.

For your further information—I am an American, of good habits, married, wife living and am twenty-nine years of age.

I assure you I am desirous of the opportunity wherever and whatever it may be and if this letter appeals to you will appreciate correspondence from you, or perhaps drop in and see you at your convenience to talk this matter over, as I know that I can be of great service to you.

Yours truly,

58. Dear Sir:

I am taking the privilege of writing you to ask you if it would be possible to locate on your railroad in Alaska. I understand you have control of the Rattle River and Alaskan Railway.

As to experience, have been railroading for past twelve years in nearly all departments. Have been from apprentice machinist to machinist, learned telegraphy and have held down agencies on some of the trunk lines. Am at present working as telegraph operator, but would accept any job there that would promise promotion later. The trouble with the roads here is that they do not promote fast enough. That is, I have been working now, as above stated, twelve years and am practically at the same place where I started. The only credit I get is the name of a good railroad man.

Would accept any kind of a job. Fireman, switchman, engineer, machinist, operator, lineman, agent, or clerk, train dispatcher or assistant to Supt. Anything that would promise something in the future.

As to age, 35, and am married. But would not intend taking family there now—not till I get located.

Could you offer any encouragement?

Truly,

P. S. I thank you for the courtesy.

59. Blakeley Dry Goods Co.,
Spokane, Wash.
Gentlemen:

Are you at this time in need of additional stenographic help in your offices? Or is there a possibility that you may require such additional help in the course of the next two or three months? If so, I shall be pleased to have you give consideration to my qualifications in that line of work.

I am graduate of a high school, also of Northwestern School of Commerce of this city. For nearly twelve years, I was employed in the Garford M. & K. Implement Company, leaving there last March for a much needed rest and change of occupation.

My work with the above mentioned firm was varied, consisting of letter writing, filing, billing, and all the office work pertaining to the collection of the notes taken in time settlements, such as computing interest, making remittances, and looking after mortgages and releases of same.

I am enclosing a self-addressed stamped envelope, and shall be glad to receive a reply stating whether or not you expect to have a vacancy that I might fill.

Thanking you for your attention, I am

Yours very truly,

References:

M. M. Baltzer, Pres. of Northwestern School of Commerce,
 M. & K. Farm Implement Company,
 M. O. Brumm, Cashier, Security State Bank, Garford.

60. Supt. The Linen House,
 San Francisco,
 California.

Dear Sir:

Somewhere in your organization you probably have a vacancy that a man of my experience could fill with profit and satisfaction to both parties.

I was for five years merchandise man — — — — — where I bought and superintended the buying of all lines doing a business the last year of a little over a million. From there I went to — — — — — where I was for thirteen years in charge of Wholesale and Mail Order, leaving there to go in export business on my own account, which I successfully conducted until the breaking out of the European War.

During the War I operated a Woolen Mill manufacturing blankets and piece goods. If you have now or are likely to have an opening for a man of my ability and experience, I would like to call for an interview at any time you wish.

Yours very truly,

61. Dear Sir:

We are writing for information regarding positions available to ladies for the Alaskan trips during the summer months or vacation period.

What positions have you to offer? We would be the most interested in the positions of waitress or stewardess.

We are successful teachers and can furnish excellent references as regards character and work.

We are anxious to secure employment for the summer. We would be glad to hear from you as to what positions you have open, what duties are required, and the salaries for said positions. There are three of us who are desirous of obtaining employment.

Hoping to hear from you at your earliest convenience, I remain,
 Yours very truly,

PROBLEMS IN WRITING WANT ADS FOR POSITIONS

62. Prepare a want ad of not more than fifty words for a position which you are able to fill.
63. You are a stenographer who can take dictation at the rate of eighty words a minute. Your notes are always accurate. The person

dictating to you does not have to repeat words. You typewrite at the rate of seventy words a minute. Your working record indicates that you are 24 years old, single, a high school and business college graduate, and that you have had four years' experience as legal stenographer and reporter. You are willing to accept eighteen dollars a week as beginning salary. You want a position as stenographer in a law office.

Use the data given above, and prepare a want ad of medium length.

64. Assume the following:

You are at present employed as junior accountant by a firm of certified public accountants, but wish to obtain a better paying position with a similar firm. You are a graduate of a university school of commerce, having majored in accounting and business law. Moreover, you have had three years' experience as bookkeeper with a wholesale clothing firm, and you have been in your present position for two years and a half. You are twenty-nine years of age, and married.

You are now asked to prepare an advertisement designed to offer your services as junior accountant to some firm of certified public accountants in your city.

65. Assume that you have ability to write effective business letters and that you have just completed your school course. You wish to obtain a position in which you will have an opportunity to learn advertising thoroughly and quickly. Initial salary is of minor importance to you, so long as you can associate yourself with the right firm.

You decide on the want ad as the quickest and cheapest means of obtaining the kind of position you want. Prepare the advertisement. Use an attractive, interesting heading for it. State the kind of position you want, and why you want it. Be definite and brief. Supply all details necessary to make your ad specific and attractive.

66. Refer to problem 37 on page 108. Using any or all of the information there given, prepare an effective advertisement with a short heading.

67. Use the data given in the letter on pages 88 and 89, and prepare a strong want ad of medium length.

CHAPTER VI

LETTERS ORDERING GOODS

Orders

They are written requests made by one person, the buyer, asking another person, the seller, to send him goods. There is no written communication more important and more welcome to a business man than an order for goods, be that large or small. This is true because without orders there would be no business. So important are they that it is the invariable rule of the progressive business house to fill them in such a way that its customers will be so pleased they will be inclined to place all their orders with it. However, orders can be filled promptly and intelligently only if the buyer gives the seller definite directions. To avoid embarrassing misunderstandings and costly delays, and to secure the super-service mentioned above, letters ordering goods should enable their recipient to send you exactly what you want, and in the manner and at the time you want it, without having to write you for further information or instructions. Orders should therefore be reasonably short, entirely clear, very specific, and fully complete.

Order blanks should be used when available. When the order is written out in full, its component parts should be properly paragraphed, each article of the order being written on a separate line so as to make the reading and filling of the order easy for the recipient. This may be accomplished by giving the reader the following essential information in the order named:

1. Give specific directions concerning shipment of goods:
 - (a) Where to ship. (Complete mailing or shipping address, made up of heading of letter and signature.)
 - (b) How to ship. (Whether by parcel post, express, freight, etc.)
 - (c) When to ship. (Exact date when goods are wanted or needed.)
2. Give definite information concerning the goods themselves:
 - (a) How much to send. (State quantity of goods desired.)
 - (b) What to send. (Describe goods; give catalogue number, special trade-name, size, shape, color, style, price, etc.)

3. Make reference to remittance for goods:
State whether or not you are enclosing money and, if so, in what form. Otherwise, say how you intend to pay for goods.
4. Give such additional information as you deem necessary to enable recipient of order to understand your wants better and to serve you more efficiently. (If you need goods badly, emphasize this fact here. If you are entitled to special prices or discounts, say so here.)

An Order Written by an Individual

Where to ship.

2509 Hearst Avenue,
Berkeley, California,
September 18, 1922.

National Cloak & Suit Company,
Seventh Avenue, 24th and 25th Sts.,
New York City.

Gentlemen:

*How and
when to
ship*

Please send me immediately by Parcel Post the following goods selected from The "National," 1921-1922, Fall & Winter:

*How much
and what to
ship*

1 Pair of shoes, Black Satin, No. 30 D 2407, size 5, width D.....	\$5.29
Postage	.10
1 Blanket Cloth, No. 19 D 855, Copenhagen blue, size 36.....	\$3.98
Postage	.08
3 Children's Handkerchiefs, Jap Silk, 8 D 213.	.23
Postage.	.02

*Reference to
payment for
goods*

Total. \$9.70

I inclose money order for \$9.70 in payment of this order.

*To whom to
ship*

Encl.

Yours truly,
(Signed) WM. F. AMOS.

An Order Written by a Business House

(It always has a number and makes use of trade names.)

J. Gordon's Sons Company,
Camden, N. J.

Gentlemen:

Please enter our order No. 2368 for the following:

*Statement
of goods
wanted*

2 Madrid, G-2200, Size 20"x24" @ 43.00....	\$86.00
2 Madrid, G-2200, Size 20"x24" @ 43.00....	\$86.00
2 Maderna, G-5020, Size 36"x36" @ 45.00....	90.00

Total. \$252.00

Shipping and billing instructions We shall appreciate your shipping these goods so that they will reach us not later than thirty days from date of order, billing them f. o. b. Camden, at 2/30, n/60—your usual terms.

Very truly yours,

Acknowledgment of Orders

1. *Asking Customer for More Information before Filling Order.*—When an order is indefinite or incomplete in important respects, it becomes necessary for the business house to ask the buyer for further information so that the order may be filled satisfactorily. To avoid delay, the letter asking the customer to supply additional data relative to the order, should, if possible, be written the day the order is received. It should be a courteous, tactful, and brief request for definite, essential information. If certain statements in the order are not clear, these should be repeated in the letter and the customer asked to explain them. Oftentimes accurate and definite information may be obtained by sending the customer an order blank which he is asked to fill out.

In no case should the customer be blamed for an indefinite or incomplete order, however much he may be at fault. On the contrary, appreciation of the business given should be expressed in the letter, and the customer should not only be tactfully requested to furnish the desired information, but he should also be made to feel that by complying with the seller's request definitely and immediately, he will get exactly the kind of goods and service he wants and at the time he wants them. In other words, letters asking the customer for more information concerning his order are written to avoid costly delays and good will-destroying misunderstandings, and to render more intelligent and satisfactory service. They should be built on the following paragraph plan:

1. Thank customer for order.
2. Courteously ask for information you desire.
3. Impress upon reader the fact that data asked for will enable you to give him first-class service.

Illustrations:

(The wrong way.)

Mrs. J. C. Hansen,
Cedar Falls, Iowa.

My dear Madam:

In reply to your esteemed favor which seems to have no date, we wish to

say that we cannot fill your order because you did not say what kind and quality of goods you wanted, and how you wish them sent. Moreover, every order must be accompanied by a deposit of at least \$5.00.

If you will let us have this information by return mail, enclosing money order for \$5.00, we will give your order prompt attention.

Very truly yours,

(The right way.)

Mrs. J. C. Hansen,
Cedar Falls, Iowa.

My dear Madam:

Thank customer for order Thank you very much for your order which we received today.

Ask for information In addition to the information given in your letter, we should appreciate your giving us the catalogue number, size, color, and price of the shoes you desire. Do you wish them sent by parcel post or by express? Also please enclose money order for \$5.00, which is the deposit required on all mail orders.

Say that information furnished will benefit customer Your sending us this information together with the necessary deposit will enable us to fill your order promptly and satisfactorily.

Respectfully yours,

2. *Acknowledging Orders Received from Old Customers.*—Orders should be acknowledged the day they are received, unless they are small and shipped immediately. In the letter of acknowledgment the customer is first of all thanked for the order and then told how and when it will be shipped. If the goods have to be made up first, or if they are partly or temporarily out of stock, or if shipment is likely to be delayed for some other reason, then the customer should be given prompt assurance that definite action is being taken to get the goods into his hands as quickly as possible. Show your appreciation of the business which your customer has given you by rendering service “plus.” Build up his confidence in your house and your goods by furnishing him the kind and quality of goods he wants at the time he wants them. In addition, let him know that you stand behind every single dollar’s worth of goods you ship out. Put some strong sales talk in your acknowledgment. Keep your old customer “sold” on every order which you ship him. This will tie him closer to your firm and will make for “repeat business.”

The contents of a letter of acknowledgment may be arranged in the following manner:

1. Express appreciation of order received and restate it.
2. Say definitely what action you are taking concerning shipment of goods ordered.
3. Emphasize service to customer.

1. A weak and colorless letter of acknowledgment.

Dear Friend:

We beg to acknowledge receipt of your kind order of March 20. Same will have immediate attention, and the goods will be forwarded at the earliest possible date.

Thanking you for your patronage, and hoping that the goods will prove satisfactory, we are,

Very truly yours,

2. An effective letter of acknowledgment.

Gentlemen:

<i>Express appreciation of order and restate it</i>	Thank you very much for your order of April 27 for 6 No. 442 Pint Vacuum Coffee Pots, Nickel Plated 6 No. 457 1½ pt. Chocolate Pots, “ “ 6 Fillers for Pint Coffee Pots, “ “ 6 “ “ 1½ Pint Chocolate Pots, “ “
---	--

<i>State action taken regarding shipment</i>	These goods will be shipped to you by United States express this morning and should reach you not later than Thursday morning.
--	--

<i>sales talk</i>	Wherever used properly, our vacuum products have proved very popular, giving complete satisfaction. Each vacuum article is rigidly tested before shipment, and is guaranteed to keep water steaming hot for thirty-six hours or ice cold for fifty-four hours regardless of outside temperature.
-------------------	--

<i>Emphasizing service to customer</i>	Your customers will enjoy using vacuum products because of their convenience, and you will find them profitable to handle. Let us know when we may again be of service to you.
--	--

Very truly yours,

2a. The following letter, though shorter than the preceding one, also effectively acknowledges receipt of an order from an old customer:

Dear Sir:

Thank you very much for your order No. 302, enclosed in your letter of March 4.

This order will be shipped today by freight, likewise your order No. 299. Both orders have my personal attention, and I want to assure you that I am right behind them. They will be shipped today without delay, and, what is more, they will be shipped right.

Very truly yours,

3. Acknowledgment of order received from retail customer for goods which cannot be furnished. It very effectively suggests and makes easy the purchase of goods similar to those ordered.

Dear Madam:

Express appreciation of order

Thank you for your order of November 5.

State definitely reason why you are unable to fill order

We should like very much to fill your order for the Superior Tongueless Boots, but careful and thoughtful buyers like yourself, quickly realizing their exceptional value, swamped us with orders, and it is now impossible to secure an additional supply. Therefore, our stock, which we thought would last several months, is now completely sold. We are unable to state just when this merchandise can be furnished.

Suggest purchase of other, similar goods

Fortunately we have in stock a shoe lower in price, but of the same excellent quality, and similar in style and appearance, the Brussels Elite Boots, illustrated and described on page sixty-four of our latest catalogue, under number 2N889. They are all ready to be sent to you at once, but we decided that it was best to take the matter up with you before shipping.

Make it easy for reader to order; emphasize service

Just write the catalogue number of the shoes and the size you wear on the special order blank enclosed, and mail it to us. A pair of these ultra-fashionable shoes will be rushed to you at once. In case you should want to make another selection, or order other goods, write the catalogue number, size, and price on the order blank, and it will be given the same personal attention.

Reassure customer

Remember, of course, you are fully protected by our guarantee of "money back if not satisfied;" so that if your new selection should not be just what you want, simply return it for a refund or exchange.

Very respectfully,

In acknowledging routine orders received from old customers, printed post card forms with blank spaces for the date and the number of the order are frequently used:

Gentlemen:

Chicago, Illinois, _____19____

We acknowledge with thanks receipt of your order No._____, of _____.

It will have our immediate attention, and the goods will be forwarded to you just as soon as possible.

Should you wish to write us concerning this order, please refer to Order No._____.

We thank you for your patronage, and hope that the goods will prove satisfactory.

Very truly yours,

Where an old customer sends in a large number of orders during the year, forms similar to that above may be used to good advantage. However, when acknowledging orders from new customers, or large and important orders from old customers, it is best to write a personal letter, thus giving the acknowledgment the desired personal touch.

Acknowledging Orders Received From New Customers.—When you have received a first order from a customer, write him a personal letter thanking him and welcoming him into the circle of satisfied buyers of your product or service. Tell him that you are taking a personal interest in his order, that your firm is 100% behind the product or service it sells, and that you will help him in promoting the sale of your products or in getting the utmost satisfaction or use out of them.

That is exactly what he wants to know. In other words, when acknowledging an order from a new customer, make it easy for him to send you repeat orders—pave the way for future business. Satisfy the new customer the first time so that he will become a constant buyer.

Illustrations:

1

Gentlemen:

It is with extreme pleasure that we enter your name on our books as customer; and we wish to assure you that we will gladly do everything in our power to make Guaranty Hosiery profitable to you, so that it will become a real aid in your general business.

Welcoming new customer

*Emphasizing
service to
new dealer*

*Soliciting
customer's co-
operation in
making product
more sale-
able and service
more practical*

You will from time to time receive offers of selling helps and pointers on trade stimulation, and we hope you will find them useful.

We gladly welcome any suggestions which our customers make relating to the manufacture, advertising or selling of Guaranty Hosiery, and if any practical method occurs to you by which we can be more useful, we hope you will drop us a line.

Yours very truly,

A new customer receiving this letter has every reason to rest assured that his order is in the right hands and that he will be given intelligent and business-building service.

2

Re: Order given Mr.—

Gentlemen:

*Welcome
customer*

It is gratifying to know that you have decided to handle Worthy tires, and we at the factory want to thank you for the substantial order given the above-mentioned representative.

*Emphasize
dealer ser-
vice and co-
operation to
which new
customer is
entitled*

You no doubt appreciate how essential it is that a salesman have the hearty coöperation of the factory in helping him to keep his promises to customers. At the factory we have a department known as the Sales Promotion Department. This is at your service. The purpose of this department is to see that our customers are given all assistance promised by our salesmen.

*Solicit cus-
tomer's coöpera-
tion in making
this service
practical
and profitable
to him*

The Sales Promotion Department is purely a customers' department—YOUR department. We want to lend that personal aid which is due you. We want you to feel free to write us at any time we can be of assistance to you in supplying your needs in the way of advertising or in any other way by which we can further your sales.

*Inject some
"selling talk" in-
to letter to re-
assure customer
on goods sold him*

Your interests are our interests. Worthy tires are quality tires. They are sold to you as such and you in turn sell them to your customers as quality tires. Their superior quality creates their own demand.

*Close
naturally*

Again we thank you for your order. We hope it will be followed by others in due time.

Very truly yours,

The personal tone of this letter, in which the service the writer sells is so positively emphasized, cannot fail to cause the reader to expect that service to be in all respects agreeable.

3

My dear Mr. Brown:

*Welcome
to new customer*

It is a pleasure indeed to know that you will visit our Hotel during the period of the National Retailers' Convention, and we have reserved for you a most comfortable room and bath.

*Emphasis of
personal
service
which will be
given*

We want you to know that on your arrival here, your room will be in readiness and during your stay no effort will be spared to make you most comfortable in every way.

I should like very much to have the pleasure of meeting you during your stay with us to assist you in any way that I can.

Yours very truly,

Following Up the First Order Shipped to a New Customer.—The ever increasing cost of doing business and the growing stress of competition have taught the progressive business man the value of making the new customer a permanent one. By no means should a firm's interest in a new customer cease with the shipment of the first order. On the contrary, a week or ten days after the order has been shipped, a follow-up letter should be sent to the new customer for the purpose of ascertaining the degree of satisfaction with the goods sold him, and of bolstering up and strengthening his confidence in the writer's goods, policies, and firm, and of promoting good will in general.

Letters like the following are designed to tie the customer closer to the house. They should make impossible in the mind of the customer the existence of little, costly misunderstandings or confidence-destroying doubts.

Illustration 1.

Letter sent to new customer a week or ten days after receipt of first shipment:

Dear Sir:

This is to express the hope that your recent purchase is giving entire satisfaction and that we shall hereafter have the pleasure of numbering you among our regular customers of Guaranty Hosiery.

As a dealer in hosiery you want the best possible merchandise, fair dealings, and reasonable prices. That is the basis on which we secured your first order, and that is the way in which we shall try to hold your patronage.

A satisfied customer is the best advertisement we can have, and our proudest boast is that we get a large portion of our trade just in that way. But if now or at any time in the future you feel that you have any cause for dissatisfaction, let us hear from you at once, and we will go to any reasonable length to make it right. That's what we are here for!

We want more business—no doubt about that—but now that you are on our books, we would rather keep you there than add three others.

Is it unduly imposing on your good nature to ask you to use the enclosure to let us know whether everything is all right up to this time, and whether we may hope to have the pleasure of doing more business with you in the future?

We shall appreciate this courtesy very much.

Very truly yours,

Illustration 2.

Second Order Follow-Up Letter sent a week or ten days after the first follow-up letter:

Dear Sir:

You purchased some hosiery from us. We trust it was the best buy you have ever made.

If it did not please you in every way, tell us about it, please.

If now, or in the future, anybody in this organization doesn't treat you with perfect courtesy, and sympathetic appreciation of your business, write us about it.

This letter to you today is simply to impress you with the fact that our interest in you is just as keen now as it was before you became a Guaranty customer.

If you are interested in having any of our counter or window displays, or electrotypes for newspaper advertising, please write us and we will send them to you at once.

Yours very truly,

PROBLEMS IN ORDERS

Problems in Writing Letters Ordering Goods

1. Write to the McAllister Tailoring Company, 857 McAllister St., Chicago, Illinois, ordering from their Special Bargain Price List: one pair, soft toe service shoes, tan, size 8, list No. 3B110, \$3.39; one pair,

16 inch, Hi-Cut Boots, size 8, No. 3B112, \$7.39; one pair men's felt house slippers, size 9, No. 3B120, \$1.49; two flannel shirts, size 16, gray, No. 3B636, \$3.89. Enclose a deposit of two dollars with order, which is to be sent C. O. D., all transportation charges to be prepaid by the seller.

2. Prepare an order of not less than six items selected from the mail order catalogue of a firm with which you are familiar. Show prices and ask that order be sent C. O. D.

3. Criticize; then rewrite the following order:

Vallejo, Cal. 9/24/22

Alameda Dept. Store,
Frisco, Cal.

Dear Sirs:

Please send me immediately 1 Alarm Clock, one pair of tennis shoes, size 7½, one Spaulding tennis racket, and a half dozen tennis balls. Rush these goods to me, as I need them badly.

Yours truly,
(Signed) Earl Shattuck

4. The birthday of a friend of yours is approaching. Write a letter to the publisher of your favorite magazine, asking him to send the periodical to your friend for a year. Inclose subscription price. Give address to which the magazine is to be sent. Say that you wish your friend to receive the first copy on his or her birthday, which you state in your order.

5. Assume that you are a country school teacher. Place an order with a text-book publisher for twenty-five copies of a book which you name definitely. Ask for a desk copy. Furthermore, tell him to include another book which you name, which you want for your own personal use, and on which you are entitled to the special teachers' discount of 5%. Have the total amount of the bill charged against your account.

6. From the latest monthly list of new Victor Phonograph records, published by your local music dealer in the newspaper, select at least half a dozen records. State price, etc., and inclose the full amount of your order, excluding transportation charges.

7. Write a letter to a well-known typewriter company, placing an order for a certain typewriter. This machine is to be shipped to you by express not later than a week from date of order. You intend to pay for it on the installment plan. Inclose the first monthly payment.

8. As a business man write an order for not less than eight different items of certain goods which you need in your business. In ordering use trade names and give your order number. State terms, etc., according to which goods are to be billed to you.

9. You are about to go on an extended camping trip in the mountains. Send an order to the Spiro Outfitting Company, Yosemite Building, Chicago, Illinois, for a complete camping outfit. Name all items in detail, giving complete description and prices. Inclose \$10 and ask that remainder of bill be collected on delivery. Be sure to make your order complete.

10. As a farmer you are in need of an incubator and a gasoline engine. Place an order for these articles with a mail order house, inclosing a deposit of \$25. These goods are to be shipped to you by fast freight. Give shipping point and other essential information.

11. Place an order with Tiffany & Company, New York, for stationery to be used by a woman of refinement. Give all details necessary to enable Tiffany & Company to fill your order satisfactorily. Inclose initial deposit of not less than \$10.00.

12. As leader of the orchestra of your school place an order with the mail order department of the Alhambra Music House, 4678 Euclid Avenue, Milwaukee, Wisconsin, for a No. 14766 Soprano Saxophone in C, Finish C, \$115.00, and one Lyric Concert Horn No. 510, Finish KV, complete \$67.50. Both articles are listed in their catalogue No. 120. Their terms are: one-fourth cash, balance in ten equal monthly installments. Inclose money-order for the correct amount, and ask that instruments be shipped you immediately. Add anything else which you may deem necessary to enable reader to fill your order intelligently.

13. As a retail lumber dealer, place an order for various items of lumber with a wholesale lumber company. Be sure to give exact specifications, etc.

14. Write the following orders, using your own name and selecting the business houses for yourself:

(a) Tickets for three persons on the All-American Steamer George Washington, New York to Bordeaux, June 15. Give additional, necessary information.

(b) A list of groceries for your camp in the woods where you intend to spend two weeks with a friend.

(c) A list of not less than six automobile accessories for your automobile.

PROBLEMS IN ACKNOWLEDGING RECEIPT OF ORDERS

Asking for More Information

1. As manager of the Alameda Department Store, acknowledge receipt of the order given in problem 3 on page 129. You cannot fill this order because it is incomplete in various respects. Write your customer for a more complete description of the goods, prices he is willing to pay, etc.

2. You are the manager of the mail order department of the Universal Music Palace, Manufacturers and Importers of Everything Musical, your city. You have just received an order from Max Nickell, 519 West 152nd Street, New York City, for a Vienna Hertz Accordion. You cannot fill this order because you have been unable to procure accordions, which are manufactured abroad, owing to the existing, after-war conditions in Europe.

Write a letter to Mr. Nickell, and make these facts known to him. Say that you will notify him as soon as you are able to quote prices on accordions. Suggest his selecting merchandise for purchase from your latest catalogue which you are sending him under another cover.

3. Assume that you are the mail sales manager of Lane & Scott's Music Store, 859 Lincoln St., Seattle, Washington, and that you have received an order without deposit for twenty pieces of sheet music from Miss Georgia Trogler, Hoquiam, Washington. In referring to your books you find that Miss Trogler has no regular account with you. It is your policy not to send goods to new customers unless they prepay.

You are now asked to write a letter to Miss Trogler, explaining your policy and saying that if she will remit the amount of her order, which you state, you will at once send her the sheet music.

Add that she may open a charge account (to be paid monthly) by making written request and by submitting the customary names of one or two business references to whom you may write concerning her financial responsibility.

4. Willard Winston, R. F. D. 5, Center Junction, Iowa, sent an order for photographic supplies totalling \$5.50 to the Owl Drug Store, Davenport, Iowa. He enclosed a post office money-order for only \$5.00, apparently assuming that this firm prepaid parcel post charges.

Assume that this order was received the day before yesterday, and that you are the correspondent of the Owl Drug Store. Write Mr. Winston a letter, asking him to send you the difference between the amount of his money order and the total amount of his order. Express regret for the delay in sending the goods ordered, at the same time stating that you cannot open a charge account for the small amount involved. Add anything else which may occur to you as being necessary to make your letter complete.

5. Assume that you are the owner of a store selling Victor Talking Machines and supplies. You have today received a letter from Harold Miller, who bought a \$35 Victrola from you a year ago on the installment plan, in which he asks you to send him on approval a selection of not more than five Victor records including dance and march music.

Acknowledge receipt of his letter. Say that you can fill orders only when they are positive, and that you cannot send on approval a small selection of records for reasons which you state clearly. Inclose the latest monthly list of Victor records. Any of the records listed therein will be sent promptly and postpaid upon receipt of prepaid order.

6. You are employed as correspondent by the Wallingford Wholesale Hardware Company, Detroit, Michigan. Two days ago you received for immediate shipment from the Funk Hardware Company, 687 Logan St., Brownsville, Illinois, their order No. B-544 for various items, all of which you are able to supply except one dozen Nail Hammers #CA80.

You have experienced much difficulty in procuring steel for the manufacture of these Nail Hammers, and as yet you have no promise of delivery from the steel mills.

Write the Funk Hardware Company, making use of the above mentioned facts and asking permission to substitute Nail Hammer #CA81, which is the most popular nail hammer, and which you have in stock, for the one ordered.

7. As correspondent of McLain Brothers, Men's Furnishings, 875 Wells Street, Chicago, Illinois, you are asked to acknowledge receipt of the following order, dated four days ago, from the Model Clothing Company, Mitchell, South Dakota:

1 doz. 351/52 Belts with buckle.....	\$15.00
1 doz. "Invisible" Suspenders.....	7.50
1 gross 837 Back Collar Buttons.....	8.00
1/2 doz. C-131 Cigarette Cases.....	22.00

You are about to ship all items listed in this order except the 837 Back Collar Buttons. You are entirely out of them, and cannot definitely promise when you will have them in stock again. However, you have a good supply of Collar Buttons 840 on hand, which kind sells at \$9.00 a gross. This style is an improvement over 837 in that it is made in one piece, and therefore more convenient than collar button 837 which consists of two pieces.

Write to your customer, making use of these facts, and suggesting that he give you permission to substitute the slightly higher priced collar buttons for those ordered.

Problems in Acknowledging Orders from Old Customers and Others

8. Criticise; then rewrite the following acknowledgment:

McCracken & Company,
Santa Monica, Cal.

Gentlemen:

Yours under date of Dec. 30th with Order #1405 received. Note that your order calls for fifty salesmen's order books, but as 125 books is the minimum quantity which can be run on our automatic presses, we are increasing your order to this amount.

Trusting same will be satisfactory, and thanking you for the order, we remain

Very truly yours,
(Signed) Victoria Manifold Book Co.

9. Two weeks ago today, Geo. F. Richardson, Sioux Falls, South Dakota, placed an order for an assortment of gloves with the Julius Eddy Company, 875 Fourth Avenue, New York City, to be shipped two months from today. The latter firm is able to ship the various items, except gloves style 2482 in beaver and covert, the production of which colors has been discontinued for the remainder of this season, and is therefore substituting style 2490, which is the nearest number and style to 2482.

Assume that you are employed as correspondent by Julius Eddy Company. Write Mr. Richardson, acknowledging receipt of his order and inclosing a copy of it as it is entered on your books, showing the substitution mentioned above.

10. On September 15, Eugene Harris & Company, Manufacturers and Importers of Gloves, 300 Fifth Avenue, New York City, received a large order for imported gloves from G. Tarpley, Manchester, Iowa, on the following terms: one-third to be shipped October 20; one-third November 20, and the the remaining third December 20. Complete shipping instructions are to be given by buyer not later than ten days before shipping date. Prices and shipment of goods are subject to delay due to strikes and other causes beyond the control of the seller. Orders are subject to cancellation unless buyer gives shipping instructions at the proper time. As correspondent of Eugene Harris & Company, you are now asked to assume that today is December 10, and that you have not received any shipping instructions in regard to the unfilled portion of this order.

Write G. Tarpley to the effect that you will cancel this portion of his order, unless he wires immediately specific instructions to the contrary. Add that it will be practically impossible for you to obtain gloves of this kind in the future at the same low prices, because of unsettled labor conditions in Europe.

11. As sales manager of the Premium Mercantile Company, 54 Market Street, San Francisco, California, acknowledge receipt of order #62, given your representative, Amos Ayer, three days ago, by the Morgan Clothing Company, Ashland, Oregon.

You are temporarily short on sizes 18 in #600 shirts, and also on the #612 shop coats. You have, however, wired your Kansas City Office and Factory to forward these two items to your customer direct. Point out that the price will be on the basis of that quoted by the San Francisco Office, even though the shipment originates from the Kansas City Office.

Write the letter, making use of these facts.

11a. Assume that you are the President and General Manager of the Manistee Nurseries Company, Manistee, Missouri, and that on December 6, you received an order for various kinds of fruit trees amounting to \$243.10 from Walter Bucher, Sunnyvale Orchards, Canton, Ohio.

You are now asked to acknowledge receipt of this order today, December 10, using the following assumed facts: You intend to ship order by express on March 20 of the coming year. Inclose invoice, show-

ing items ordered, with prices, etc. All items on the order are looked at the prices given in a little descriptive booklet, copy of which you inclose also. This booklet contains the terms and conditions on which you sell your nursery stock. Thus, you require ten per cent cash with the order, the remainder to be paid before shipment or, in any case, before March 15 of the coming year. Say that your trees are very carefully graded by caliper rather than by height and that you will take back any trees that are not entirely satisfactory to customer.

11b. Assume that today is December 28, and that you have received no reply to your letter of December 10. Write another letter to the Sunnyvale Orchards, calling attention to this fact. Say that if you do not receive an immediate reply with the required ten per cent cash, you will have to release the trees for some other purchaser.

Add that your trees are graded in your grading rooms at your nursery fields as soon as dug, that they are re-graded at the packing house, and inspected a third time when shipment is made. Thus emphasize the fact that you adopt unusual measures to insure as far as possible the satisfaction of the stock to your customers.

11c. On January 10, you receive the following letter from the Sunnyvale Orchards:

Manistee Nurseries Co.,
Manistee, Missouri.

Gentlemen:

Inclosed you will find check for \$24.31, one-tenth of the amount of our tree order of December 6.

With regard to our sending balance of invoice before shipping date, we have no option in the matter in the light of several past experiences. With nursery stock at the present high prices we expect to buy same only on a real business basis. We would once more refer you to the Wm. Smyth bank of this city as to our financial responsibility. If you insist on our following your "before shipment" plan, it will be necessary for us to submit a contract to you covering the order for your signature. This we have considered unnecessary because the order is small. As most of these trees are for replanting, we are, however, particularly concerned about their quality.

Trusting our position in the matter is explained, and expecting the same consideration we have heretofore received from your firm, we are

Yours very truly,
(Signed) SUNNYVALE ORCHARDS
Walter Bucher

Enc.

Proprietor.

You are now asked to answer this letter, inclosing receipt for the initial payment of \$24.31. Explain your policy of requiring payment in full before shipment:

Most of your orders are received in the spring, and in the majority of cases you have no time to investigate the financial standing and responsibility of your customers. In the past you have reserved some orders for shipment late in the spring, and then had them cancelled, or else failed to hear from the customer at all after it was too late to dispose of the stock to anyone else. This, of course, caused a total loss to you of the value of that stock. Since it would require only a few cases of that kind to wipe out your profits on quite a number of orders, you decided then to put your prices on a cash basis and to apply that rule to every order.

That your customers appreciate the situation is shown by the fact that last year you shipped over four thousand dollars worth of peach and apple trees to one customer in Willingston, Kentucky, who gladly paid the full amount of the order several months before shipment. You also shipped a car load of trees to David Stearns, President of the Missouri Horticultural Society, on the same terms.

Stress the fact that you guarantee your stock to be as represented and to reach customer in good condition under penalty of replacement without charge, as shown in the price-list enclosed in your last letter. Of course, if some of the trees should not be satisfactory, you might not be able to replace them immediately, but you would adjust the matter to your customer's satisfaction. Your asking for payment of order before shipping is by no means intended as a reflection on the customer's financial standing or his intention to pay, but it is merely part of your terms and conditions of sale, by which you must stand.

If your customer should not wish to buy on these conditions, then you would be glad to cancel the order and refund his deposit of \$24.31. In that case he should notify you at once, so that you may dispose of his order before it is too late.

11d. On January 28, you receive the following reply to the letter written in solution of problem 11c:

Manistee Nurseries Co.,
Manistee, Missouri.

Gentlemen:

This is to confirm our order for trees sent you December 6, your order #1478, on which we mailed you check for \$24.31 (10% of order) on January 10. The balance due on this order will be sent you before date of shipment (March 20, 19—) on the following conditions:

This order is given with the understanding that all trees are to be at least average specimens of the grade specified for each variety in your invoice sheet of January 10, as applied to descriptions given in your present catalogue, all trees are to have clean, sound, well-formed and proportioned trunks (and tops, if other than whips), and to have a clean, bright bark. Furthermore, all trees are to have good root systems and are to be free from all pests, diseases, blemishes or injuries due to handling or packing. It is further understood you shall do no pruning

of roots or tops. You will grade and store the trees in this order separately so that there can be no question of the right trees being ready for shipment at the time specified above, and you will make shipment in boxes with trees carefully packed and protected. It is further understood that SUBSTITUTIONS WILL NOT BE PERMITTED.

Inclosed is a duplicate of this order and agreement, which please sign and return promptly.

Yours very truly,

_____(Signed) SUNNYVALE ORCHARDS

Walter Bucher

Enc.

Proprietor.

Prepare a reply to this letter. Inclose a signed copy of it. Assure reader again of prompt and satisfactory service.

12. Lane Brothers, Wholesale Dealers in Men's Furnishings, 8 Harrison Street, Chicago, Illinois, have an order on their books from the Zimmermann Clothing Company, Greenwood, South Carolina, to be shipped three months from date.

Today they receive a letter from the last mentioned firm, asking them to cancel Nos. 254 and X491 Hosiery, which is about one-half of the entire order.

Assume that you are employed by Lane Brothers to answer letters of this kind. Write the Zimmermann Clothing Company, calling attention to the fact that this order was placed in advance and that they are cancelling about one-half of it. Ask them to reconsider their action in view of the fact that you will not be able to duplicate the quality of these hose at their present prices, and that you have made all your arrangements with the manufacturers for the purchase and shipment of these goods. Stress the fact that your ability to serve your customers efficiently depends entirely on the character of the orders placed with you in advance, and that you must therefore insist that such orders be bona fide orders.

13. Louis Becker, 85 Townley Street, Fargo, North Dakota, has written Lane Brothers, the firm mentioned in problem 12, asking them to delay shipment of their fall order until November 1.

All fall orders are taken with the privilege of shipping the goods upon arrival from the mills and manufacturers. For this privilege Lane Brothers allow a special price on quantity orders placed at least four months in advance of the first of January in the spring, and the first of July in the fall. The terms are the same, no matter when shipment of goods is made. Because of unsettled labor conditions transportation facilities are and will be very inadequate for some time. To delay the shipment of customer's order would not therefore be to his interests.

With these facts in mind, and on the assumption that you are employed as correspondent by Lane Brothers, write a letter to Louis Becker refusing his request to delay shipment of fall goods.

14. As correspondent of Lane Brothers, the firm mentioned in problems 12 and 13, you have received a request from L. F. Rosenthal, Enid, Okla-

homa, to hold up shipment of his order for fall goods until further notice. Mr. Rosenthal placed this order early in the hope that the fixtures for his new store would be ready about August 1. This, however, will not be the case.

You are now asked to write customer today, April 15, granting his request and asking him to notify you at least ten days in advance of the time when he will want the goods forwarded.

15a. Assume that you are the general manager of the Fairdeal Nurseries Company, Cameron, Missouri, and that you have just received the following letter, which is a reply to your letter of September 25, containing quotations of prices on trees, subject to the terms and conditions stated in the price-list for that month:

Ogden, Iowa,
October 14, 19—

Fairdeal Nurseries Co.,
Cameron, Missouri.

Gentlemen:

I am inclosing order for 1,000 apple trees. Have noted size and possible options on size.

Will send check for full amount when notified. Would like about ten days' notice to be ready to receive trees. If these trees come up to the standard desired, we shall want about twice as many next year.

Also want 1,000 peach next spring. Hoping to hear from you immediately, I remain

Very truly yours,
(Signed) A. B. Swanson, Pres.,
OGDEN ORCHARDS, INC.

You are now asked to acknowledge receipt of this order today, October 15, making use of any of the following assumed facts:

On October first you discontinued the large quantity prices, and since then you have not sold any trees at less than the hundred rate, as shown in the price-list, copy of which you sent every customer.

You have not begun to dig apple trees, because they are not yet mature and dormant, and you use no artificial means to hasten their maturity. Last week you started to dig some peach and pear trees, but you had to stop work because of unfavorable weather conditions. Fortunately the weather bureau has promised colder weather, which will be favorable to your work and business.

Until all of the trees are dug and properly graded, you are selling them against only two-thirds of the actual count of good trees in the field. Moreover, at present you can only estimate the number of trees that you have in each size. On this basis you could supply the varieties wanted by your customer.

Your trees are graded by caliper rather than by height. Because of an

unusually favorable growing season and because of the first-class soil in which your apple trees are grown, they are exceptionally fine stock.

On peach trees in quantities of one thousand, the following prices prevail, subject to acceptance by November first:

Caliper	One Year	Height	June Buds
	Thousand Rate		Thousand Rate
Under 5/16.....	.25	6-12 in.	.14
X—5/16-7/16	.28	12-18 in.	.18
XX—7/16-9/16	.32	18-24 in.	.20
XXX—9/16-11/16	.37	2-3 ft.	.22
XXXX—11/16 up	.42	3-4 ft.	.24

The varieties of June Buds are as follows: Wild Beauty, Belle of California, Early Rose, Sonia, Eureka, Milvia, Alhambra. For terms and conditions refer to price-list. You are quoting on June buds, because your customer may prefer them. However, if he has decided to plant peach trees next spring, he would find it advisable to place his order this fall.

15b. On October 24 you receive the following letter from Mr. Swanson of the Ogden Orchards, Inc.:

Ogden, Iowa,
October 20, 19—

Fairdeal Nurseries Co.,
Cameron, Missouri,

Gentlemen:

Your letter received and was surprised to learn of your action in regard to the prices you quoted me on apple trees. Is it not a rather unusual procedure to quote prices and then raise them?

However, I want your trees if I can get them and believe I shall let your order stand, trusting that you may not raise your prices again before I can get an answer. I enclose check for \$47.00 for ten per cent of bill as made out in your memorandum.

If you make another advance in prices meanwhile, please cancel my order immediately and return check, and I shall try elsewhere.

(Signed) A. B. Swanson, Pres.,
OGDEN ORCHARDS, INC.

In preparing a suitable answer to this letter, carefully consider the following points:

The prices quoted in your letter of September 25 were subject to the terms and conditions stated in your price-list for that month. Large quantity prices were discontinued October first, because you realized that they were very low, considering the superior quality of your stock and the prices asked by other reliable nurseries. Besides, you expected no difficulty in selling at the hundred rate or even at smaller rates all trees that remained unsold.

The apple trees are maturing slowly, because you have not had frost

since the first of September. However, you think you will have no difficulty in being able to ship the trees in time for planting this fall. Any trees in the shipment that are not up to the customer's expectation may be returned for credit or adjustment.

Write the answer, making it as complete and clear as possible. Emphasize the fact that your trees are well worth the price asked for them, and explain your reason for increasing it on October 1.

16. Assume that you are the sales manager of the F. C. Mortensen Mfg. Co., 45 Morten Street, Minneapolis, Minnesota.

Yesterday you received a telegram from the Western Superior Refining Company, Denver, Colorado, reading:

"WIRE BEST PRICE ALL RAG DRY FELT PRINCIPALLY
NUMBER SIXTY AND SEVENTY AND WHEN CAN SHIP."

Then you received another telegram from the same firm, reading:

"SHIP CAR BEST GRADE DRY FELT LARGE ROLLS PER
FORMER SPECIFICATIONS HALF NUMBER SIXTY BAL-
ANCE SEVENTY OR SEVENTY-TWO. PREFER AS MUCH
THIRTY-SIX WIDE AS POSSIBLE. ROUTE GREAT WEST-
ERN AND BURLINGTON."

You are now asked to acknowledge receipt of this order, which is your number 8590, and to confirm telegraphic communication.

17. On June 10, Entz Brothers, Wholesale Dry-Goods Dealers, Chicago, Illinois, received a fall order for underwear from the Lloyd Dry-Goods Company, Dickson, Tennessee. On July 6, the latter firm wrote asking that certain changes be made in this order. Immediately upon receipt of the order Entz Brothers made arrangements for the manufacture and shipment of the goods. They are therefore unable to make the changes asked for. They wrote the Lloyd Dry-Goods Company to this effect on July 15, but failed to receive a reply to their letter.

As correspondent of Entz Brothers you are now asked to write the Lloyd Dry-Goods Company another letter.

Inform them that it will be necessary to notify you promptly if they do not desire the goods, so that you may instruct your departments accordingly and take action with reference to the shipment of the goods ordered. Though (for reasons stated above) you dislike to make changes in advance orders, it is not your policy to force your goods on an unwilling merchant.

18. Criticize; then rewrite the following letter of acknowledgement:

Dear Sir:

We beg to acknowledge receipt of your valued order for merchandise for future delivery.

Kindly check enclosed copy herewith and advise us immediately if it is found incorrect in any way. It should be noted especially, among the con-

ditions which appear on the order, that we agree that "if we make lower prices on these goods before shipping, they will be billed at the lower prices," and it is stipulated that "this contract is mutually binding, and may not be voided for any reason except delay in shipping."

Thanking you for this and past favors, we are

Yours very truly,

19. Abott a month ago, the Purity Soap Distributing Company, 45 Main Street, Cincinnati, Ohio, filled a small order for Purity Soap for the Lynch Grocery Company, Iowa City, Iowa.

Write a letter in behalf of the Purity Soap Company to its customer, suggesting his checking up his supply of Purity Soap and guarding against getting entirely out of this soap, by filing another order with you to be shipped at any time within the next thirty days. Say that your salesman cannot call as often as he should like to, for reasons which you make clear, and ask customer to regard your letter as an extra, in-between salesman's call. Offer to supply reader with advertising matter to brighten up his counter or to freshen up his window. Inject some effective "sales talk" into your letter.

PROBLEMS IN ACKNOWLEDGING ORDERS FROM NEW CUSTOMERS

20. Assume that you are the manager of the Lincoln Correspondence Schools of your city, and that you have just received from Miss Edith Wharton, Lost Nation, Iowa, the signed enrollment in a course in business letter writing.

The enrollment blank which this new student has filled out indicates that she is employed as a stenographer in a department store at a salary of eighteen dollars.

Write a letter welcoming Miss Wharton as a student to the Lincoln Correspondence Schools. Suggest that she plan her work and time so as to send you at least one lesson a month. Send her under another cover instructions for her first lesson.

21. As manager of the Stewart Hotel, Fresno, California, prepare a letter of welcome which is to be sent to guests who have made reservations for rooms for the first time.

22. As chief correspondent of the Mail Order Department of the Joseph Atwater Company, Wholesale Dealers in Men's Furnishings, 892 Schiller Street, Chicago, Illinois, you have just received a small order from H. H. Mueller, East Moline, Illinois, for garters and hosiery for immediate shipment.

Mr. Mueller is a new customer and has no credit account with you. For this reason you cannot ship the goods unless he sends you the amount of the order, \$15.75, less your regular ten-day discount of 1%, or 16¢, in this case, in advance.

Making use of these supposed facts, write a letter acknowledging receipt of Mr. Mueller's order.

23. You are in charge of the correspondence of the Sunshine Beverage Company, your city, and have just received a first order from the Fifty-Fifty Beverage Company, Plymouth, Michigan, for two cases of Sunshine Special.

Your minimum shipping quantity is five cases of Sunshine products. Write the Fifty-Fifty Beverage Company, acknowledging receipt of their order and suggesting that they increase it to at least five cases.

24. As correspondent in the Mail Order Department of the Ashby Music House, 24 Grove Street, Indianapolis, Indiana, you acknowledged receipt of an order from Henry Falkenstein, 730 Channing Way, Marion, Indiana, for an Ashby American Saxophone about a week ago, promising immediate shipment.

Shortly after writing this letter it became necessary to move the entire business of your firm, which is very large, to a new address, so that you were almost forced to suspend the filling of orders temporarily.

Today, ten days after receipt of Mr. Falkenstein's order, you receive a letter from him asking you to make immediate shipment and to explain the long delay.

Prepare a suitable answer to his letter. You will be able to ship his order within a week. In writing this letter keep in mind the fact that this is Mr. Falkenstein's first order.

25. The following is an acknowledgment of an order received from a new customer. Criticize it; then rewrite it in better form:

New York, 8/5/22.

Mr. F. Laughlin,
Corvallis, Ore.

Dear Sir:

Your order #28890 for dry goods received and are shipping same today via freight.

Trusting these goods reach you in due time and hoping to be favored with your future orders, we are

Yours very truly,
(Signed) ROYAL DRY GOODS COMPANY.

26. As assistant to the manager of the DURO Furniture Company, your city, you have just received a mail order for an office desk from C. B. Wilson, resident of a neighboring town.

In view of the fact that this desk is to be purchased on the monthly installment plan, you are referring order to your credit department for approval. You will give customer exact shipping date later.

Write a letter to Mr. Wilson stating the data just given. Make it complete.

27. Assume that you are assistant to the sales manager of The Rethaen Company, Manufacturers of Soaps and Toilet Preparations, Cincinnati,

Ohio. The Gamble Drug Company, Cedar Rapids, Iowa, has just requested you to ship them two dozen tubes of Rethaen Shaving Cream.

Because of frequent loss or damage to small lot shipments, you are compelled to insure orders. Moreover, the average cost of following up a single sales entry with the details, shipping records, etc., is in excess of fifteen cents, which is more than your profit on many small transactions.

In the case of a new product you frequently fill small orders so as to relieve the jobber of the necessity of ordering large quantities before the market is well established. However, these conditions do not apply to established lines of goods, which have been on the market for some time, and for which there is a steady demand.

Write the Gamble Drug Company, using the information just stated. Inclose current price-list. Suggest an assorted order for goods amounting to at least \$40.00, which would enable you to bill it to him at a fair price.

PROBLEMS IN WRITING ORDER FOLLOW-UP LETTERS

28. Nelson & Fields, General Mail Order House, Seattle, Washington, received an order from Henry Knake, R. F. D. 1, Monticello, Oregon, for miscellaneous groceries, with money-order for \$10.72 attached.

They shipped the order, the total amount of which was only \$10.52, inclosing a credit memorandum for twenty-two cents. Today they received a request from customer asking them to send stamps for the credit due him. They complied with this request as follows:

Seattle, Wash., 11-24

Henry Knake,
Monticello, Ore.

Dear Sir:

As requested, we are inclosing stamps for the credit due you.

Trusting this is satisfactory and hoping to be favored with other orders from you, we are

Yours truly,
(Signed) NELSON & FIELDS.

Refund: 22c stamps.

You are now asked to write a good, strong order follow-up letter to take the place of the one given above.

29. The PURE-TONE Piano Company, 672 Hope Street, Los Angeles, California, shipped a Grand Piano to Mrs. Julia Smyth, Santa Ana, California, about a week ago.

As correspondent of this firm write a letter to Mrs. Smyth, asking her if everything connected with the purchase of this instrument is satisfactory.

You are desirous of your customer's getting the maximum amount of enjoyment from the instrument; you therefore advise her to have the piano taken care of regularly at least three times a year. This may be done by outside repair men or by your own piano experts. Add anything else which may seem to you essential.

30. As correspondent in the sales department of the Everlasting Typewriter Company, New York City, you are asked to write a letter to the Eklund Business College, Kent, Ohio, designed to follow up an order for ten Everlasting Typewriters, shipped to this school about ten weeks ago.

The Everlasting Typewriter has been on the market for only about a year. This is the first order you have received from the Eklund Business College, a school using two other makes of machines in addition to the Everlasting. For these reasons you have taken special precaution to make certain that everything connected with the sale of the typewriters on this order might be satisfactory.

31. Four weeks have passed since you shipped the order referred to in problem 30, and two weeks since you wrote the order follow-up letter there asked for. You have not heard from your customer since you shipped the order.

Prepare a suitable order follow-up letter to be sent to the Eklund Business College. Ask for a statement of opinion regarding the service and satisfaction which the Everlasting Typewriters have given so far, especially as compared with the service and satisfaction given by the other two makes of typewriters used in this school. Emphasize your willingness to be of service to customer.

32. As correspondent of the Warner Sewing Machine Company, your city, write a letter to Mrs. Amy Fellows, who lives in a neighboring city, and to whom you shipped a Warner Grand Rotary Sewing Machine about ten days ago.

In your letter you might ask for the names of some of her friends who might be interested in a free demonstration of your machine. You would be willing to allow her a commission of five dollars on every machine sold to her friends.

CHAPTER VII

LETTERS OF ADJUSTMENT

Making Claims

The human factor which must necessarily enter into every business transaction makes for oversights and omissions that result from misunderstandings and a multitude of other causes. It should be the aim of letters making claims to get these errors rectified as quickly and satisfactorily as possible and to provide a safeguard against their recurrence. A brief, courteous, and definite letter giving the facts leading up to the dissatisfaction, and either requesting an explanation or asking for an adjustment will accomplish this best. Such a letter should be written just as soon as the trouble has occurred or is discovered.

First, and most important of all, make certain that you have good cause for complaint. Then state your claim calmly, tactfully, and positively. Do not let your feeling of irritation or anger dominate the tone of your letter. Abusive and sarcastic language produces only ill feeling, thus perhaps delaying a prompt settlement of the claim. Such language has neither value nor justification in business letters.

Letters in which claims are made should be written according to the following plan:

1. State claim, and facts concerning it, briefly and positively. (If case is particularly bad, point out ill effects of trouble on you or your business.)
2. Ask for immediate explanation and prompt action courteously but firmly.
3. Express hope that your claim will be promptly investigated and acted upon. (If case is very bad, threaten to withdraw your business if service does not improve.)

Illustration 1.

The Crown Printing Co.,
Omaha, Nebraska.

Gentlemen:

*State claim
and facts sur-*

Several weeks ago we sent you some copy for our
Premier Catalogue, and at the same time sent some

*rounding it
briefly and
positively*

other copy to one of your competitors. His pages have been finished, received, and distributed, while you have not even furnished us with proof. We honestly feel that you are not giving us the service to which we are entitled.

*Demand prompt
action cour-
teously but
firmly*

Please let us know at once when we may expect proof and the finished copy from you. Every day we are receiving requests for catalogues which we cannot grant because our supply is completely exhausted.

*Threaten to
withdraw
patronage if
service does
not improve*

Please understand that we are doing everything possible to reestablish our former business relations with you. However, we think you will agree with us that this increased business is not justified unless you can materially better your service.

Very truly yours,

Illustration 2: A negative and particularly bad claim.

The Optimo Pen Mfg. Co.,
Waterloo, Iowa.

Gentlemen:

In your letter of May 8th you say it will cost \$2.07 to repair my fountain pen. In reply shall say, I can take two dollars and twenty-five cents and buy a better pen than this ever was, a better pen than a set of CROOKS like you could or ever have made. Some one told me you were responsible people, but since this pen turned out to be of no account whatever and I have received your letter and statement in regard to repairing it, I have become convinced that you are liars and grafters.

Two cents carried this pen to Waterloo and two cents will bring it back, if you will give it a start: enclosed find stamp for that purpose. Send it by return mail. I want to get it and throw it away to keep you from beating some other man with it. I am not in the habit of being "pulled" for any kind of insurance as you intend to charge me.

Please stick this up under the Main Guy's nose,

Yours,

Illustration 3: The same claim stated positively.

The Optimo Pen Mfg. Co.,
Waterloo, Iowa.

Gentlemen:

*State claim and
facts concerning
it briefly and
positively*

I was surprised to learn from your letter of May 8, that it would cost \$2.07 to repair the fountain pen which I recently sent you. This charge seems very high, especially when you consider the fact that I can buy a brand-new pen for only \$2.50.

Ask for adjustment courteously but firmly

In view of the high cost of repair and of the fact that this pen has given me very poor service, I should much prefer getting a new fountain pen. Please let me know the value of the various parts I sent you, or, in other words, the amount I would have to pay to get a new pen.

Express hope of getting promptly what you asked for

I shall appreciate your giving me this information at once as I am desirous of getting a new fountain pen just as quickly as possible.

Very truly yours,

Adjusting Claims

The adjustment and settlement of a claim is considered rightly one of the most important problems in business correspondence, because it affords an exceptionally favorable opportunity to manage and serve a customer who has had cause for dissatisfaction so as not only to keep him, but also to make him a permanent and willing advertiser of the firm. To attain these ends it is necessary first of all to give the complainant immediate attention. Unless the claim can be adjusted directly after it has been received, the customer should be given immediate and positive assurance that definite action is being taken to right his wrong.

No matter who is at fault, and no matter how abusive the language or how distressing the spirit it shows, he who answers the complaint should do so courteously, positively, and apparently with cheerfulness. Negative suggestion, excuses, and apologies are of no value whatever in adjusting claims. Positive suggestion, admissions of error, and sincere statements of regret are of immense value. Trouble not your customer with statements of what you cannot do, but pacify and please him with statements of what you can and will do. Then *do* the things you promised to do. Get in tune with your complainant. Take him seriously. Let him know in no uncertain terms that you appreciate the feelings expressed in his letter. Sympathize with him.

Good letters of adjustment are characterized first by a brief statement of who is at fault. If it happens to be the firm, then this fact is admitted with an expression of regret frankly but not apologetically. On the other hand, if investigation proves conclusively that the error is the customer's, then he is given a careful and tactful explanation of it. Of course, such a statement is made not to antagonize and so to lose the customer, but to appeal to his

sense of justice and fair play, and thus to convince him, if possible, and to keep him. The tone of an adjustment letter should never be argumentative and irritating, but always positive and soothing.

Next in importance is a definite statement of the action which the firm is taking toward adjusting the claim. In other words, the customer is told when and how his claim will be settled. Every claim should be so adjusted as to satisfy the customer completely. This is necessary to reestablish the customer's confidence in the firm, to gain his good will—to keep him on the list of satisfied customers.

Unless the reasons for the action taken by the writer are at once apparent to the reader, they should be made known to him in a way to show clearly the attitude and policy of the firm toward complaints in general. Such a statement will help the reader to understand better the action taken by the firm, and will enable him to judge properly its policies of adjustment and its general attitude toward its customers. It is also advisable to inform the customer of any steps that are being taken to guard against the recurrence of complaints and thus to insure him of better service in the future. However, in no case should impossible promises to the effect that "this will never happen again," etc., be made.

Taken all in all, the adjustment letter is a sales letter. Its purpose is to sell again the firm, its policies, service, and goods to a dissatisfied customer who, if not now satisfied, is likely to do business with a competitor. Since it costs less to retain an old customer on the books than to get a new one, and since doing business with old, well-known customers is generally more satisfactory than doing business with new customers, it follows that the matter of adjusting claims is one of prime importance, and one that should be handled with the utmost care, tact, and business judgment. Adjust a complaint by mail in the same cheerful and calm manner in which you would adjust a complaint in person. It is not the letter itself that counts so much as it is the spirit behind that letter.

In adjusting claims the following outline of principles should be used:

1. Sympathize with customer.

- (a) By thanking him for bringing dissatisfaction to your attention, or
- (b) By expressing regret over occurrence of trouble or misunderstanding.

2. Appeal to his sense of fair play by offering a brief explanation of

the cause of dissatisfaction and prepare him for the action you are going to take (as stated in the following paragraph).

3. Satisfy customer by settling claim gladly and positively.
4. Reassure him by emphasizing your willingness to remove causes for similar future dissatisfaction, and your ability to serve his interests now and in the future.

The following letter illustrates the application of these principles:

Dear Sir:

The feelings expressed in your letter of May 8 are understood when we remember your request to have all necessary repairs made to your pen at a reasonable cost to you.

At first glance it does not seem reasonable to charge \$2.07 for repairing a pen when a brand-new Optimo Self Filler Pen can be purchased at a price as low as \$2.50. From a brief analysis of the present costs of the manufacture of gold pens you will realize that the gold pen itself is an expensive thing to make. All our gold pens are 14-K gold, are tipped with native hard Iridium points, which material costs us nearly \$260 an ounce, and there are 108 separate and distinct hand operations in the making of Optimo gold pens.

We could not comply with your request and use some other, cheaper form of pen, because the Optimo gold pen is the only one which will resist the action of the acids in ink. This combined with the Iridium point, which will wear a lifetime, makes the first cost of the pen of little importance. You, of course, desire a pen that will give you continuous and satisfactory service day in and day out. The cost of making repairs is really small as compared with the time and trouble it takes to tinker with various pens and put them in satisfactory condition. A pen which is not entirely satisfactory to the user is a nuisance, yet nothing is more useful and gives more real pleasure than an Optimo Self Filler Fountain Pen which exactly fits the requirements of the user.

That is why we want you to have a real pen. There is an Optimo Fountain Pen made for *you*, and we are going to arrange it so that you can have a brand-new model at a reasonable cost. The KN pen, which is one of our best sellers, will cost you \$2.62. We will guarantee delivery to your hands. The various parts of the fountain pen which you sent in are valued at \$1.25. We will give you credit for this amount to apply on the purchase price of the KN pen with a fine point, pocket clip, all complete, and backed up by the OPTIMO guarantee. The new pen placed in your hands will then cost you only \$1.37.

This will give you a brand-new model of pen which we know you will appreciate having in your possession. Moreover, its cost is less than the actual expense of making repairs to the old pen which you sent in. We can

pack it and ship it to you on the same day that we receive a favorable reply from you. Please send express money-order or stamps. What do you say?

Yours very truly,

1. *When the Seller Is to Blame.*—Here the claim may concern the kind, amount, quality, or condition of the service rendered or of the goods shipped, or the time of shipment, or numerous other factors.

When an investigation of the claim discloses the seller to be at fault, it is best to write the customer immediately, briefly stating the conditions responsible for the error and offering to satisfy him directly and completely. A frank admission of the error and an emphatic statement assuring the reader that precautions have been taken to prevent so far as possible its recurrence distinguish the contents of this adjustment letter from that of the general adjustment letter. However, the outline in accordance with which answers to claims for which the seller is to blame are written is the same as that given above.

Illustration:

*Thank reader
for bringing
dissatisfaction
to your atten-
tion*

*Explain cause
of dissatisfac-
tion*

*Settle claim
gladly and
positively*

*Reassure customer:
emphasize
willingness to
remove causes
for similar future
dissatisfaction*

Dear Sir:

Thank you very much for writing us as you did in your letter of May 20, concerning the teaspoons which you sent us about a month ago for exchange.

Surely, there is no excuse whatever for us keeping four teaspoons for one month for the simple matter of changing the finish. We are frank in confessing that a mistake in our repair department is responsible for this delay, and that we have accordingly taken this department to task. You can readily appreciate, however, that in a factory as large as ours, where we depend upon routine and factory workers, a mistake is sure to creep in once in a while.

We are sending you today four teaspoons, French finish, no charge, to replace the four teaspoons, bright finish, which you sent us.

We are mighty sorry that this delay occurred. You may be sure that we shall make every effort to see that it does not occur again.

Very truly yours,

2. *When the Carrier Is to Blame.*—Sometimes the fault is neither that of the firm nor that of the customer, but that of the transportation company. It has to do either with delay or with damage of goods in transit or delivery.

If the shipment of goods has been delayed, the adjustment letter should say specifically what the buyer is to do to hasten delivery. As soon as the seller has traced the shipment, he should notify the customer of its location and probable arrival. In exceptional cases where the delay of the goods has been so serious as to lessen their selling value to the customer, it may become necessary to offer the latter a special discount or slight price reduction to accept the goods.

If the goods have been severely damaged in transit, the progressive business firm will as a rule settle with the customer immediately either by refunding the purchase price or by duplicating the order. It will then seek reimbursement from the transportation company. Where the damage to goods has been slight, the customer is furnished with instructions to repair it and some price reduction is usually made to induce him to keep the goods.

Taken all in all, even though the carrier is responsible for the complaint, it is best for the seller to retain the good will of his customer by settling his claim immediately and seeking redress from the carrier later.

Illustration 1.

The following letter of adjustment is ineffective, because it is negative in tone, and because it fails to satisfy the complainant:

Dear Sir:

Sorry to note from your letter of October 25 that the mirror which you purchased failed to reach you in good condition.

This shipment was in first class condition when we delivered it to the express company which their receipt shows. Of course, you understand that when we turned the goods over to them our responsibility ceased automatically. What happened to the mirror after they took charge of it, is their fault, not ours.

By applying to your local express agent, you will, no doubt, be able to get proper settlement of your complaint.

Very truly yours,

Illustration 2.

This letter might have been written as follows:

Sympathize with customer, expressing regret over occurrence of trouble

Offer brief explanation of cause of trouble

Satisfy customer by settling his claim gladly and positively

Reassure customer by emphasizing your willingness and ability to serve his interests now and in the future

Dear Sir:

We are very sorry to learn from your letter of October 25, that the mirror which you recently purchased for a wedding present arrived in damaged condition.

Since you told us of the importance of this purchase when in our store, we instructed our shipping department to pack the mirror with extraordinary care so that it would be sure to reach you in perfect condition. Our receipt from the express company shows that they received the package in first-class condition. It is therefore clear that the mirror was damaged in transit, and that the fault lies with the express company who assumed full responsibility for the shipment when it was turned over to them.

However, because we fully realize the embarrassing situation you are placed in by this mishap, and because it is our aim to satisfy our customers always, we are today expressing another mirror of the same kind to you, which, we hope, will reach you not only in perfect condition, but also in time for the wedding. Please leave damaged mirror in the hands of the express company with whom we shall take the matter up direct.

We are glad to be able to render this slight service to you. As you know, our policy is "satisfaction guaranteed." You will greatly help us in maintaining it by writing us promptly whenever our goods or service have failed to come up to your expectations.

Very truly yours,

3. *When the Customer Is to Blame.*—The fault may be due to a mistake in the order, to lack of care, to ignorance of the use of the goods, or to numerous other causes.

When it is definitely and beyond the least doubt established that the customer is to blame, the one who settles the claim is given a good opportunity to impress upon the reader the fact that his firm has above all else the interests of its customers at heart, whom it aims to give 100% service and perfect satisfaction. It is wise to secure the reader's full confidence at once, and right in the beginning of the letter, by agreeing and sympathizing with him. Then should follow a brief, businesslike explanation of the trouble. This

is made in a manner so impersonal, careful and tactful that the reader will accept it gladly and in the same spirit of downright fairmindedness and justice, in which the writer first offered the explanation.

The fact that the firm is willing to settle the claim despite the customer's responsibility should be emphasized, but with caution, so that, though the latter may be made aware that he has been extended a business favor, he will not feel humiliated or piqued.

Letters of this kind must be genial and tactful. They should create an atmosphere of sincere, mutual understanding designed to make stronger and more enduring the bonds of good will existing between buyer and seller. In short, the customer should be satisfied to a point where he will consider it a privilege actually to "boost" the firm, its policies, its goods, and its service.

Illustration:

The following letter lacks tact and diplomacy and therefore fails to instill confidence in the customer:

Dear Sir:

Your favor of the 28th has been held waiting for the thermostat which you claim did not give you good service, and which we received today.

Wish to advise that our inspector reports that the trouble is not with the valve, but with the gas you have used, and which must have been of a very poor grade, as the valve shows a very heavy deposit of impurities.

In view of the fact that the responsibility is not ours in this case and that the cost of repair of this valve would equal the cost of a new one, we are returning the old valve to you. If you will inspect it, we are sure you will agree with us as to the cause of the trouble.

Of course, you can hardly expect us to replace the valve since the fault is not one of manufacture. However, we should be glad to send you a new valve at the regular price. What do you say?

Very truly yours,

This letter, rewritten, might read as follows:

Dear Sir:

*Thank customer for
bringing dissatisfaction
to your attention*

We are glad to get your letter of May 28, which we have held unanswered, awaiting the arrival of the thermostat, which we received today.

*Appeal to his sense
of fair play by offering*

A thorough inspection of the thermostat shows that the fault is not that of the valve, but is due to the kind of gas which has been

*brief explanation
of the cause of the
dissatisfaction*

used. This is clearly proved by the fact that on the leverage as well as on the valve set and the top of the valve is an accumulation or deposit that is caused by the use of impure gas.

*Satisfy customer by
settling his claim
gladly and positively*

In view of the fact that the cost of repairing this valve would equal the cost of a new one, it would be useless to do so. However, since you are a new customer, and since you have used the thermostat only a short time, we have decided to send you a new valve free of charge. It is of the latest type and fully guaranteed to work perfectly, provided, of course, that pure gas is used. We are also returning the old valve to you and would ask that you inspect it personally.

*Reassure him by
emphasizing your will-
ingness and ability to
serve his interests
always*

It is our desire to coöperate with our customers by giving them the best possible service always. That is why we are sending you a brand-new valve free of charge, though we must frankly admit we are making an exception in your case for the reasons stated above. But above everything else we want to see you completely satisfied.

Close naturally

Please feel free to write us at any time concerning our goods or our service.

Very truly yours,

4. *When the Fault Is Not Ascertained.*—If the nature of the claim is such as to necessitate a more or less complicated and lengthy investigation before adjustment can be made, then the customer should be notified promptly of this fact. As soon as the fault has been ascertained and the investigation completed, a second letter should be sent the complainant, giving him the facts of the case and settling the claim accordingly.

Illustration:

Dear Sir:

Thank you very much for your letter of June 4, received this morning. We are investigating this matter very carefully, and as soon as we have gathered all the facts of the case, which will take some little time, we will write you again.

Very truly yours,

Many routine claims, and others involving small amounts of

money, are frequently made right even though the fault has not been determined:

Dear Madam:

We are very sorry to note from your letter of April 30, that you did not receive the Woman's Friend at your new address.

Our records show that it was mailed to you on schedule time. However, we are sending you a duplicate copy today. If you should happen to change your address again, won't you please give us at least four weeks' notice? Otherwise, we cannot be responsible for magazines lost through change of address.

By the way, our new Magazine, The Modern Woman, is just out. Did you get your free sample copy? If not, just write your name on the enclosed card and drop it in the mail box now before this matter slips your mind.

Respectfully,

Refusing Claims When the Customer Is To Blame

Here tact and diplomacy are the essential qualities of the adjustment letter. To be sure the customer's claim is to be refused. This should be done in a manner so straightforward, fair and square that the complainant cannot fail to realize the writer's sincerity, that he is endeavoring to treat him justly and in man-to-man fashion. As is true of all letters of adjustment, the key thought here, too, is "Satisfy the customer and keep him." Take the reader's point of view always. Explain your side of the question briefly but clearly by giving all the essential facts. Then ask your customer to consider your explanation carefully and to write you his opinion of the matter. This will show him that you are willing to do the right thing by him.

The following letter will illustrate:

Dear Madam:

1. *Sympathize with customer*

We regret very much to learn from your letter of January 4, that our attitude toward the Wilbraham guaranty has been misunderstood.

2. *Explain cause of dissatisfaction tactfully*

As you probably know, it has always been the attitude of the Wilbraham Company to stand back of all goods they manufacture, and to make good any defect, which can be traced to faulty manufacture. In the case of the silver chest lid which you sent us, our factory

experts find after thorough examination that the warping of the lid is not due in any way to faulty construction. Outward appearances strongly indicate that this chest has been kept in a damp place; and it is true that any article of wood and glue construction, if subjected to moisture, must give at the joints. In this case, the panel swelled, causing the miter to open up.

Naturally, Mrs. Ogden, it is our earnest desire to please you. In one of your letters you made the suggestion that we dress down the lid so that future swelling would not cause a repeated result. The chest could hardly be repaired in this manner and placed in its original condition. Moreover, no matter how the chest might be repaired, the same thing would happen again, should the chest again be subjected to dampness.

3. *Appeal to customer's sense of fairness; suggest remedy*

As previously explained, if the cause of this warping were due to faulty manufacture, we would adjust the matter without a moment's hesitation, but in view of the fact that our experts feel that it was due to other conditions, mentioned above, we cannot in justice to ourselves furnish a new lid, which is what should be done, and bear the expense.

4. *Reassure customer; emphasize willingness to do your part*

We have tried to explain our point of view and want you to feel that we are willing to do anything within reason to give you satisfaction. In view of this explanation, will you be so kind as to let us hear from you.

Respectfully yours,

Following Up and Soliciting Claims

Every just claim reveals an opportunity to improve the firm's goods or service, or both. And what business is there, large or small, that does not receive or need claims. Settled satisfactorily, every claim should strengthen the customer's confidence in the seller's goods and policies to such an extent as to make him willing, even glad, to recommend the use of the firm's goods or service to others. There is many a wide-awake business house whose business shows a substantial, healthy increase, because it knows how to profit by the complaints of its customers. In fact, it should be made

the rule in every business establishment to send personal letters to all customers from time to time, actually asking for complaints. Nothing will tend to make the customer realize more quickly and more effectively the fact that the firm values his patronage than will a letter inviting and welcoming claims.

Letters soliciting claims may be sent to all classes of customers. However, they are especially effective when addressed to customers whose complaints have just recently been settled, or to old customers, who for some good, but unknown, reason have stopped trading with the firm. In the former case their purpose is to make sure that the customer is entirely satisfied with the adjustment of his claim, so as to retain him as a permanent and active customer; in the latter case, their purpose is to regain the confidence and good will of the old customer, to bring him back on the list of active customers. Brevity, directness, and sincerity are the essential qualities that make letters inviting claims effective. Most important of all, they should be messages with a strong personal appeal for enthusiastic coöperation in the up-building of the personal relationship existing between reader and writer.

Letters following up adjustments should be built on the following plan:

1. Ask briefly if goods recently shipped customer (or other service rendered in settlement of claim) were found to be satisfactory.
2. Give definite reason for wishing to make sure that customer is completely satisfied.
3. Assure customer that you have exactly the goods or service that will fully and completely meet his individual needs.
4. Suggest to customer that you would appreciate a frank expression of either approval or disapproval of the action you have taken to adjust claim.

These principles are applied to the following letter, which was written shortly after the settlement of an unusually troublesome complaint (*See* page 145). It brought back an enthusiastic reply from the customer with a promise to recommend the firm's goods to friends at the right time:

Dear Sir:

Inquire if goods sent We are writing to ask you if you have received the Optimo Fountain Pen which we sent you on

*in settlement of
claim are satisfactory*

November 12, as requested in your good letter of November 8, and, if so, if it meets fully your individual requirements.

*Give definite reason
for wishing to make
sure that customer
is entirely satisfied*

This we should like to know, because it sometimes happens that in making shipment of Optimo Self Filler Fountain Pens on the specifications of individuals, we do not always fit the exact writing requirements of the individual, because there are so many widths of points and grades of flexibility. In fact, there is an Optimo Fountain Pen for every particular style of writing.

*Assure reader that
you have exactly the
goods that will meet
his individual needs*

Fortunately, there is an Optimo Self Filler Fountain Pen that writes with precision and accuracy in just the way you would like to have it write, and we want to be sure it is in your hands NOW.

*Ask for frank expres-
sion of his opinion
concerning your goods*

We shall therefore appreciate your writing us on the back of this letter if there is any question about the pen, or if it is fully meeting your requirements.

Very truly yours,

When the problem is to regain the good will and confidence of an old customer to a point where he will resume trading with the firm, the appeal may be made in accordance with the following suggestive outline:

1. Comment briefly on time elapsed since customer last traded with you.

2. Emphasize your willingness to make good any defect in accordance with your "satisfaction guaranteed" policy.

3. Stress fact that maintenance of this policy and of superior service is possible only if customer will coöperate to the extent of reporting claims promptly.

4. Assure reader of your appreciation of frank expression of his point of view.

The application of these principles is shown in the following letter, which was very successful in bringing back "lost" customers.

Gentlemen:

*Comment briefly on
time elapsed since
reader last traded
with you*

Since going over our books yesterday, we have been endeavoring to recall the circumstances surrounding your last order in an effort to account for our not having had any business from you for so long.

Emphasize willingness to make good any defect

Though it is our constant aim to afford our customers a degree of satisfaction much above the average, it is possible that there is some cause for complaint which was never brought to our attention. Should this be true in your case, don't you think we should know about it so as to have an opportunity to make the necessary corrections, late though it is?

Say maintenance of service, etc., only possible if customer will report claim promptly

Recently our facilities to serve you were greatly enlarged and improved. However, we feel that we can maintain our superior service and the well-known quality of our goods only if our customers will cooperate with us by making claims promptly.

Assure reader of appreciation of frank expression of his point of view.

Won't you please write us to let us know just what is wrong? We assure you we shall welcome any opportunity to adjust any claim you may have.

Very truly yours,

Study the definite appeal in the following letter. Note its personal, familiar tone and the attitude which the writer maintains toward the reader:

Dear Sir:

SOMETHING'S WRONG—I don't know WHAT!

Your name came up in the office this morning, and they asked me why we hadn't had an order from you for so long.

I was stumped. I DIDN'T KNOW!

It's been bothering me ever since. And I CAN'T figure it out.

There must be a reason or we would have heard from you.

WHY IS IT? ———

WHY?

WHY?

WHY?

Have we offended you? Or perhaps disappointed you in some way? Surely we didn't INTEND to.

But we're human—same as you. Heaven knows we all DO TRY, but sometimes mistakes will happen. You'll find us quick to correct them, and GLAD OF THE CHANCE.

So tell me —will you—just what's wrong?

Here's one of our envelopes—with a stamp on it! Just turn this letter over and write me on the back of it and tell me the trouble. And please do it NOW. I'd do as much, and more, for you.

Will you Do it? I'm waiting.

PROBLEMS IN WRITING LETTERS MAKING CLAIMS

1. Assume the following as facts:

Three weeks ago you answered an advertisement of the Lentor Company, Manufacturers and Distributors of Lentor's Shaving Cream, 276 Willow Street, Chicago, Illinois, in which samples of their shaving cream were offered free of charge. Having used up the sample which you received some time ago, and having been unable to obtain Lentor's Shaving Cream locally, you purchased a full size, 50¢ tube by mail direct from the distributor. To your great annoyance, you discover that the shaving cream has become so soft since its arrival a week ago as to make its use very uneconomical and inconvenient. You are particularly vexed because this did not happen to the sample tube.

Write a letter to the Lentor Company, registering a complaint. Add anything else, which is not contained in the statement of the problem, which may occur to you as being necessary to make your claim effective.

2. As advertising manager of the Power Auto Truck Company, your city, you have a contract for advertising with the publishers of Coal News, 789 Kohl Building, Indianapolis, Indiana, which stipulates, among other conditions, that your advertisements are always to appear on page three of each issue of the Coal News.

Today you receive the latest issue of this publication and to your surprise find your advertisement on page fifteen instead of on page three.

You thought you were guaranteed under your contract the page three position in all insertions. The fact that this particular issue of Coal News is to be distributed at the Annual Convention of American Coal Dealers in Chicago this week only increases the seriousness of the mistake.

Prepare a letter to be sent to the Coal News. Make use of any of the assumed facts given above, and register a vigorous complaint.

3. As proprietor of David Renshaw & Son, retail dry-goods store, your city, you received recently a lot of Cordovan Vampires with Cresco tops, which you ordered a week ago from F. Dunbar, traveling salesman of the Comfort Shoe Company, 46 Adams St., Chicago, Illinois.

Your order specified the tops to be of the same color as the vamps. In the shipment, however, the tops turned out to be of much lighter color. In fact, you think the difference in color is so great as to make it difficult for you to dispose of the lot profitably. You are so displeased with the way in which your order has been filled that you are about to return the entire shipment.

Write to the Comfort Shoe Company, complaining of the poor service

you have been given in this instance, and saying that under these circumstances you cannot accept the shipment.

4. Twenty days ago you sent an order for a Number 2589 Cornet, with initial deposit of forty dollars in the form of express money-order, to the Miller Music Supply House, 372 State Street, Chicago, Illinois, asking for immediate shipment.

Up to the present you have not even received an acknowledgment of your order. Write to the Miller Music Supply House, asking for immediate explanation of the delay and for prompt shipment of your instrument, which you need very much. Express surprise at not even having received an acknowledgment of your order.

5. A week ago you placed a prepaid order for six violoncello strings and one violoncello sound post with the firm mentioned in problem 4. Today you receive the strings, but not the sound post.

Write at once to the seller, asking why the violoncello sound post has not been sent and urging prompt action.

6. As the owner of a retail hardware store in your city, you purchased and received an order of axes from the Sumner Manufacturing Company, 492 Wilson Avenue, Salem, Massachusetts, about a month ago.

Recently two of your customers, who had purchased axes, came into your store and complained of the softness of their axes. Both said that in using them the bit bent for some unknown reason, but, no doubt, because of the extreme softness of the axes. This, they stated, had never happened when using axes of another make. They want you to take the axes back and refund the purchase price.

You are now asked to take this matter up with the Sumner Manufacturing Company. This happens to be the first order of axes you have purchased from this firm. They are guaranteed to give satisfactory service to all users.

7. Again assume that you own a retail hardware store. The Sumner Manufacturing Company, the firm mentioned in problem six, wrote you in a letter, which you received four days ago, as follows: "We are very glad indeed to coöperate with you by sending you a sample Brick Hammer, etc." However, up to date you have not received the hammer.

You have received sample brick hammers from several competitors of the Sumner Manufacturing Company, but you are desirous of getting a sample from this firm for the purpose of comparing prices preparatory to placing an order for such hammers.

Write the Sumner Manufacturing Company.

8. As director of the band of your school, you recently placed an order for two sets of Phosphor Bronze Strings, No. 689K, for Alto, with a musical supply house in a neighboring city.

Today you receive the shipment and upon opening it you find that springs No. 689X for Tenor have been sent you instead of those you ordered.

You are much annoyed by this mistake, especially in view of the fact that you have already waited a full week for these strings to arrive. Moreover, this is the second time within the last six months that this particular firm sent you the wrong goods.

Make a strong claim to the effect that you will withdraw your patronage unless the seller can give you definite assurance of better and more satisfactory service in the future. Write the letter.

9. About three months ago you sent your Paderewski Piano to a piano manufacturer in a near-by city for general overhauling. The price charged you for this work was \$65.00.

Recently one of your neighbors had his piano overhauled by the same firm and was charged in all only about \$45.00. Since, in your opinion, the work of overhauling on both instruments was about the same, you cannot account for the difference in the prices charged.

Write a letter to the piano manufacturer, asking for an explanation.

10. As a subscriber to *International Advertising*, you failed to receive the last issue.

Write to *International Advertising*, 85 Nassau Street, New York City, stating this fact and asking for a duplicate copy.

11. A week ago you renewed your subscription to *International Advertising*. Today you receive an expiration notice.

Write to the publisher at the address given in problem ten for an immediate explanation.

12. Assume that you are the owner of a retail jewelry store. A short time ago one of your best customers brought back a silver inkwell which he had bought of you, saying that it was defective and did not give satisfactory service. This particular inkwell is one of a lot you purchased from the Kilbourne Silver Company, Wallingford, Connecticut, which firm guarantees all its goods against faulty manufacture and workmanship.

Write a letter of complaint to the manufacturer, taking advantage of the assumed facts given above, and requesting prompt adjustment.

13. As correspondent of the Columbia Jewelry Company, 852 Wesley Street, Columbus, Ohio, you placed an order, your Number 87786, calling for an ivory knob for a silver lid, with the Kilbourne Silver Company, Wallingford, Connecticut.

When you received the order today, you were very much surprised to find that an ebony knob was sent you instead of an ivory knob.

The customer for whom this repair job was made, and who has already waited for over two weeks, refuses to accept the ebony knob. As your order specified clearly "Ivory Knob," you are entirely at a loss to account for this mistake.

Write an urgent letter to the Kilbourne Silver Company, notifying them of their mistake and asking them for proper adjustment.

14. As correspondent of the Columbia Jewelry Company, 852 Wesley Street, Columbus, Ohio, you sent a silver urn to the Kilbourne Silver Company, Wallingford, Connecticut, about a week ago. You asked them to have a cover made for the urn. This, your order No. 59782, was a rush job on which you promised your customer speedy action and prompt delivery.

Write to the Kilbourne Silver Company, stating your side of the question. Say that the delay is causing your customer as well as yourself much annoyance and inconvenience.

15. Assume that you are the assistant to the advertising manager of the Swift Motor Car Company, Toledo, Ohio, a firm doing extensive newspaper advertising through local agents.

Today, June 20, you receive an invoice for \$89.50 from the Yonkers Daily Gazette, Yonkers, New York, for advertising done last October. Since this is the first invoice you have received for this service, you feel that you are entitled to an explanation for this unusually long delay in sending it.

Write a letter to the Yonkers Daily Gazette to ascertain the reason for the delay and to ask them to have your Yonkers agent verify the bill.

16. Rewrite the following letter in good form:
The Max Maynard Publishing Co.,
Minneapolis, Minn.

Gentlemen:

Your letter has virtually cheated me out of exactly \$1.50.

Mr. Gordon paid me \$10.00 for a five-year subscription to the Farmer's Friend. It was a new subscription. According to your offer I retained a \$1.00 commission for each year, sending you \$5.00. Now you refused to enter the subscription for only two years. I don't think that this is fair at all.

Then I don't think I got a square deal in connection with the Poultry Guide subscription for Mr. White and Mr. Wagner. These people have been on my list for two years. I was sick last month and couldn't get out so they sent their subscriptions direct—and I'm out the commissions.

Last week I called up Mrs. Albrecht, who lives five miles out, and asked for her renewal of the Farmer's Friend. She told me to go ahead and send it in. She'd pay me the next time she saw me. I sent in the subscription, but you went ahead and sent her a renewal notice. She thought I didn't live up to my promise and so renewed direct and you kept all the money.

What I want to know is where do I come in in this deal?

Yours truly,

17. Criticize; then rewrite in proper form the following letter of complaint:

The Max Maynard Pub. Company,
Minneapolis, Minnesota.

Gents:

You say I owe you \$2. I say I don't owe you a single cent.

You know very well that on the order I sent you a month ago, I sent you \$2 too much. That was a mistake. So why didn't you return my money? I know you say you sent it with a credit slip. What's the credit slip got to do with it? What I want is a check, a money order, or a two-dollar bill, see?

Furthermore, I asked you to cancel the subscription for Walter Fairweather and you didn't do it. You should for Fairweather gave me a check that wasn't any good. I sent you \$2 before I found out his check wasn't any good.

I know my remittance was two dollars short in the order I sent you last week. I did that purposely to even up. Now if you'll cancel Fairweather's subscription as I asked you to, you'll owe me \$2, see?

Very truly yours,

18a. Assume that you are living in a small town and that four weeks ago you placed an order for a Portable Everlasting Typewriter with the branch office of the Everlasting Typewriter Company in a city nearby. You purchased this machine, which retails at \$60.00, on the installment plan, sending \$17.50 with the order and agreeing to pay \$15 each month for three successive months.

Though you asked for immediate shipment, the machine did not arrive until about two weeks after you placed the order. In the correspondence which you had with this firm prior to placing your order, they promised immediate shipment, saying that the machine would reach you not later than two days after receipt of order by them.

You began to use the typewriter on the day you received it, following as much as possible the printed instructions that accompanied the machine. After operating the typewriter for about thirty minutes, it suddenly broke down. Though familiar with the mechanism of standard makes of typewriters, you are unable to determine the cause of the trouble of this new machine.

You therefore write a letter to the Everlasting Typewriter Company, notifying them of the condition of your machine, and asking them to adjust the matter as promptly as possible, because you need the typewriter very much. The fact that you had to wait almost two weeks for its arrival makes this annoyance only more serious.

Write the letter.

18b. About four days later you receive an answer to the letter written in solution of problem 18a. It states that Mr. F. C. Lasher, repair man of the Everlasting Typewriter Company, will be in your city within the next two or three days, and will then put your machine in serviceable condition.

You have now waited a week for Mr. Lasher. Furthermore, you are in urgent need of the typewriter, which in its present condition is of no use to you whatever. Send the Everlasting Typewriter Company a Western Union Night Letter containing not more than fifty words. State your claim emphatically and completely.

In the meantime you receive notice from the typewriter company that the second payment of \$15 on your machine is due. You remit this amount promptly in accordance with your contract.

The second day following the dispatch of your night letter you receive the following letter:

Dear Sir:

Immediately upon receipt of your telegram of——— we instructed our Mr. Lasher, who is at the present moment in (name of town seven miles distant from your own town) to go to your city at once.

Our first letter in which we stated that Mr. Lasher would call on you immediately, was written under a misapprehension, as we had assumed from information at this office that Mr. Lasher would be in your city on that date.

Very truly yours,

(Signed) EVERLASTING TYPEWRITER COMPANY

18c. Again you wait a whole week for Mr. Lasher to appear. This new and repeated delay in not giving you the service to which you are entitled only aggravates the situation so far as you are concerned. Never before have you been subjected to similar delay and neglect by any responsible business concern.

Write again to the Everlasting Typewriter Company, making use of the assumed facts stated above. This is your *last* letter to this firm regarding this particular matter. In it threaten to resort to drastic measures should you not receive immediate and satisfactory service. Let your reader know definitely that you will not be put off any longer.

19. Today you receive a suit of clothes, which you ordered personally two weeks ago from a tailor in a neighboring city, and for which you paid cash in advance to the amount of sixty dollars. You find that the coat and trousers of your suit do not fit you properly. Furthermore, your local tailor, to whom you took the suit for inspection, informs you that it is a very poor fit indeed, and that extensive alterations are necessary to produce even a fair fit.

This is a distinct disappointment to you, especially since perfect fit and satisfaction were guaranteed. You, therefore, decide to return the suit to the seller and to ask for a refund of the purchase price.

Write the letter.

20. Assume that you have been using the Independent Telephone in your home for about two years. On your last monthly bill appears an item of \$3.50, covering a long distance call which you are supposed to have made about a week ago.

As a matter of fact this is not true. You made a call, similar to the one appearing on the bill, about a month ago and paid for it, as is shown by the company's receipt which you hold. It is evident therefore that you have been charged twice for the same call.

This is the second time within the last 3 months that the Independent Telephone Company has charged you twice for the same service. Write them a letter, and demand the immediate removal of your telephone.

21. Assume these as facts:

Mrs. John Flint asked her husband to buy her, among other things, a hair net, in a small department store. When Mr. Flint makes his wish known to a salesgirl in Doden's Department Store, your city, the latter begins to grin meaningly, and, before bringing the article to him, goes over to another salesgirl, whom she apparently tells of the purchase. Then both begin to laugh quite heartily at the expense of Mr. Flint, who, having overheard the conversation almost word for word, has by this time become thoroughly disgusted with the manner in which he is being served.

When the salesgirl finally hands him the package, he promptly asks her to apologize for her gross discourtesy. This the clerk, to whom the incident seems funny still, stoutly refuses to do. Having asked for the manager, Mr. Flint is told that he is out of town and will not return until late that night.

You are now asked to put yourself in Mr. Flint's position and to write a very strong letter of complaint to the manager of Doden's Department Store. Demand an immediate and personal apology from the clerk who accorded you such unbusinesslike treatment. Keep in mind the fact that Mrs. Flint has been a customer of this store for the past three years.

22. Exactly a month ago you purchased a fifteen-Jewel Swiss Wrist Watch, catalogue Number CA 5786, for \$26.00 from Fowler & Fowler, mail order house, 89 Jackson Street, Chicago, Illinois.

You have worn the watch every day and find that it causes a greenish-black ring to appear around your wrist. Since the bracelet is not too tight, you are at a loss to know just what is causing it to color your wrist. The watch is satisfactory in other respects: it keeps good time.

Write a letter to Fowler & Fowler, asking for an explanation of the condition mentioned above.

23. Two weeks ago you returned from a four weeks' camping trip in the mountains. Prior to starting on this trip you asked your local Kodak Supply Shop to rent you a kodak for the period of your outing. In view of the large amount of rental for such a long period of time, the salesman advised you to buy a kodak, saying that you would have the privilege of bringing it back after your return from the mountains, should you not wish to keep it then. You finally purchased a kodak for \$15 with the understanding that you were to be allowed ten dollars on it a month from date, should you then wish to return it.

As soon as your camping trip ended, you decided to take the kodak

back to the seller for a refund of ten dollars. Being away from home, you were unable to do so personally, and you, therefore, shipped it by insured parcel post. Today you receive a letter from the Kodak Supply Shop to the effect that since their record of your purchase of the kodak does not indicate any return privilege, they will be unable to comply with your request to take it back, and are therefore holding it for your instructions.

You are now asked to write the Kodak Supply Shop, reminding them of their salesman's verbal promise to accept kodak for return, within a reasonable time from date of purchase, for ten dollars. Enclose a duplicate copy of purchase slip which shows the number and size of the kodak, its price, and the salesman's name. Ask for immediate adjustment.

24. An agent came to you about three weeks ago to solicit subscriptions for *Woman's Sphere*, a new monthly magazine published by the F. C. Rancé Publishing Company, 879 Rush Street, Chicago, Illinois. He offered a premium in the form of a new cook book with every new annual subscription, the price of the latter being \$3.50.

You subscribed to *Woman's Sphere* for a year and paid the solicitor two dollars on the subscription price, which is shown on the receipt he gave you.

Up to date you have heard nothing regarding your subscription which was to begin within a week from the date of the order, or about two weeks ago. Moreover, you have failed to receive the premium, which the agent said would be sent you immediately from the Chicago Office.

Write the Rancé Publishing Company, stating the data given above, and asking for an immediate explanation of the reason for the delay of your subscription.

25. As owner of a small, newly-established dry-goods store in your city you placed an order for ladies' gloves with the salesman of the Bon Ton Glove Company, manufacturers of the famous Bon Ton Gloves, Omaha, Nebraska, about a month ago.

This morning you received the gloves. After careful inspection you consider the gloves inferior in quality and make in comparison to the samples shown you by the salesman.

Write a letter to the Bon Ton Glove Company, saying that you cannot accept this shipment of gloves for reasons given above, and that you are holding it awaiting shipping instructions from the seller.

PROBLEMS IN MAKING ADJUSTMENTS

The Seller is to Blame

1. Assume that you are employed as correspondent in the adjustment department of the L. Wood Company, Manufacturers of Chic Collars, Troy, New York.

Today, May 4, the following letter comes to your desk for immediate attention:

89 Fuller St.,
Syracuse, N. Y.,
April 30, 192-.

L. Wood Company,
Troy, N. Y

Gentlemen:

I am wearing Chic Collars exclusively and would like to know why they break after a few washings in almost every case where they fasten, as per enclosed sample.

(Signed) David Fallabee.

In shaping your reply, you are at liberty to use any of the following data:

1. You have had very few complaints about unsatisfactory service of Chic Collars.
2. Dissection of the collar returned by customer shows that the life of the material seems to have been eaten away. This may be due to its having been laundered a great many times.
3. You are investigating this matter further and will write customer later regarding results.
4. Ask customer to wear the six collars which you are sending him free of charge.

2. Assume that you are the sales manager of the F. Heinz Company, Chicago, Illinois, makers and distributors of the famous Heinz's Soups. Your salesman who recently called on C. F. Erikson, the leading grocer in Monticello, Iowa, a town of about five thousand population, reported that he failed to secure an order from Mr. Erikson, because he got into a rather heated discussion with the latter over the display and sale of Heinz's products.

In his report your salesman asked you to write Mr. Erikson immediately for the purpose of retaining his good will and of selling him an order of goods, if possible. As a matter of fact, you have written Mr. Erikson three letters, enclosing a stamped, self-addressed envelope each time.

Today you receive the following reply from Mr. Erikson:

Monticello, Iowa,
5-1—

F. Heinz Company,
68 Tagonda Street,
Chicago, Illinois.

Sirs:

In reply to your letters, in fact I have not recd. your two first letters and the reason why—when your salesman was at my place, he tried to tell me what I ought to do and what to put on my shelves and I think it is none of his business what kind of goods I sell for I do not owe him anything.

NB. I always sold Heinz Soups and expect to do the same in the future.
Good-by.

(Signed) C. F. Erikson.

Prepare an answer to this letter. Adjust Mr. Erikson's "grievance."

Call his attention to a new booklet "Helps for the Hostess," copy of which you enclose. Say that you will be glad to furnish him with as many of these booklets as he may wish for distribution to his customers. Offer to supply him with free advertising matter, and also to assist him in other ways in the sale of your various products.

3. As correspondent in the mail order department of David Stearns & Company, manufacturers and retailers of novelty shoes, with executive offices at 872 Fifth Avenue, New York City, you recently sent the following letter:

DAVID STEARNS & COMPANY
Manufacturers and Retailers
of
NOVELTY SHOES

872 Fifth Avenue,
New York City,
November first, 19—

Mrs. Julia LaFontane,
Frankville, N. C.

Dear Madam:

We are dyeing a pair of shoes and hose for you, and are very fortunate in having selected a pair of slippers in exactly the same last, 1898, which you previously purchased. The shoes are \$12.75, the hose are \$3.38, and the charge for dyeing, as we explained, \$3.50, making a total of \$19.63. We will ship the shoes to you on the third, allowing four days to reach you.

Will you please wire a money-order for the above mentioned amount, so that we shall not have to send them out C. O. D.

Very truly yours,
(Signed) DAVID STEARNS & COMPANY,
By-Mail Order Department

DS:PJ

On November 4, you receive the following reply from Mrs. LaFontane:

Frankville, N. C.,
November 4, 19—

David Stearns & Company,
New York City.

Gentlemen:

I have just received your letter of November 1, and would remark that

you do not seem to take into consideration the time the mail takes in reaching Frankville from New York.

I was very much annoyed that you should request *Money by Wire*, as I would have sent you my check. As it is, I have to pay \$1.23 for the sending of the money by telegram, and \$1.00 extra for the telegram *itself* which the telegraph office sent, making \$2.23 *expenses* on the shoes in addition to the price. I would feel very much better if you would refund the \$1.00 extra on the telegram I had to pay, the very least you can do. All you had to do was to send the shoes and the bill, and I would have paid the same immediately or C. O. D. immediately. Instead you write me to WIRE you the money. I am not accustomed to proceedings of that sort.

I do not feel that on a purchase of \$19.63, I should pay extra for postage or for transmitting money. I am sure you will see the justice of my statement, and if you value my patronage, I shall expect to hear from you.

Very truly yours,

(Signed) (Mrs.) Julia LaFontane.

P. S. I can only hope after all this trouble and expense and annoyance the *shoes* will fit. If not, I must ask you to exchange or refund money.

Since you received no money-order from Mrs. LaFontane up to noon of November 4, and since she had asked you when placing the order to rush shoes to her just as soon as they were repaired, you decided not to wait longer, but shipped the shoes on November 4, C. O. D.

Late on November 7, you receive money-order from customer, transmission of which had for some unknown reason been very much delayed. Immediately upon receipt of money-order, you sent a Western Union Night Letter to the Postmaster at Frankville, N. C., asking him to release the package addressed to Mrs. LaFontane.

The following morning the mail brings this letter to you:

Frankville, N. C.
November 6, 19—

Messrs. D. Stearns & Co.,
New York City.

Gentlemen:

Will you kindly WIRE the Postmaster of Frankville, N. C., *at once* upon receipt of this letter to release the C. O. D. on my shoes \$19.63, as I, per your instructions, WIRED you the money due on November 4, at an expense of \$2.23, as I wrote you in my letter of November 3. Notwithstanding, the shoes were sent out C. O. D.

Please attend to this *at once*, as I am leaving within the next few days.

Very truly yours,

(Signed) (Mrs.) Julia LaFontane.

You are now asked to write a letter to your customer for the purpose

of explaining your action in this case, and of retaining her good will. Her custom is very valuable to you.

In your letter you are at liberty to make use of the following:

It is the invariable policy of your firm to ship repairs out C. O. D., unless they have been paid for in advance. In this particular case you thought it best to ship the shoes C. O. D., and not to hold them, because the customer had asked that they be *rushed* to her, and because a delay of even a day might have caused her inconvenience.

You received customer's remittance only after considerable delay. Immediately upon receipt of remittance you wired Postmaster to release package.

Before preparing this letter, be sure to read carefully the entire statement of this problem and to make use of all those assumed facts which in your opinion would aid you in making your letter effective.

4. As correspondent of the Lentor Company, you are asked to adjust the claim mentioned in problem 1 on page 159.

In preparing the letter the following information will be found helpful:

The reason for Lentor's Shaving Cream becoming very soft is exceptionally hot weather. Two weeks ago, during a very hot spell, you received a similar complaint. Experiments made ever since that time have shown that extreme heat is the only cause of this trouble. To remedy it the user has only to chill the shaving cream in an ice-box over night, or, if this is not convenient, he has merely to keep the cream in a cool place for a day or two.

At the present time your firm is experimenting and hoping to obtain, if possible, a medium soft shaving cream that will resist extreme heat. Up to about two years ago it was able to buy high-grade European ingredients for your product. Since then, after-war and labor conditions in Europe have compelled your firm to use ingredients manufactured in America, which, however, are inferior in quality to the product manufactured abroad.

Note: To compensate customer for trouble and inconvenience, send him a new tube of Lentor's Shaving Cream free of charge.

5. As correspondent of the Victory Press, publishers of the Better Letters Magazine, 45 Vesey Street, New York City, you have just received a letter from Maxwell Prentiss, one of your subscribers, living at 671 O'Farrell Street, San Francisco, California, in which he complains of having failed to receive several issues of your magazine. He asks for an immediate reply and prompt settlement.

Adjust this claim. Ask subscriber to tell you just which issues he has missed. Reference to your subscription list shows that subscriber's name, etc., is entered correctly, and that copies of Better Letters have been mailed him on schedule time. You are also taking the matter up with the Postmaster at San Francisco, asking him to make a thorough investigation with the view of ascertaining, if possible, the reason why your subscriber has failed to get your magazine.

6. As chief correspondent of the Victory Press, the firm mentioned in problem 5, you receive written complaint from W. M. Knake, 89 Cherry Avenue, Rockford, Illinois, to the effect that though he recently subscribed to and paid for Better Letters for a year, he has not received a single issue thus far.

Careful search in your subscriber's file does not reveal Mr. Knake's name. You have no record whatever of having received a subscription from him.

Write subscriber a letter, asking for information which you must, necessarily, have before you can adjust his claim.

Thus, ascertain, if possible, when order was sent, whether direct to you or through an agent, whether it was a paid or a charge order.

If it was a paid order, find out if customer sent cash, money-order, or check. If he sent money-order, ask him to have it traced from the office of issue and to let you know the date on which it was cashed. If he sent a check, ask him to send you your firm's order number which he will find stamped in green ink on the back of the cancelled check.

Also get reader's former address, that is, if he has one. Since all your subscription files are arranged geographically, you must have an address before you can look up a subscription.

You will make adjustment as soon as you receive the information asked for. Inclose a return envelope for subscriber's convenience.

7. As correspondent of the Comfort Shoe Company, 46 Adams Street, Chicago, Illinois, adjust the claim set forth in problem 3 on page 159.

Notes for your letter:

The Cresco tops will come naturally in somewhat lighter color than the vamps.

You are sending customer color preparation, which, if applied with a cloth, will darken the tops. Allow customer \$1.50 on the lot of Cordovan Vamps. This will enable him to merchandise them at a lower figure.

8. As correspondent of the Miller Music Supply House, 372 State Street, Chicago, Illinois, you have just received the letter prepared in solution of problem 4 on page 160. Answer it without delay.

Notes for reply:

Order Number 6752 for a No. 2589 Cornet with deposit of \$40.00 was received two weeks ago, as is shown in your books.

It is the custom of your firm to acknowledge receipt of orders the day they reach you. You are unable to account for your customer's failure to receive acknowledgment.

Shipment of the instrument has been delayed so long because of the fact that your business has recently been moved to a new address. In other words, hundreds of thousands of dollars worth of musical merchandise had to be transferred. The state of affairs was such that your house was almost forced to suspend filling orders temporarily.

Customer's instrument will be shipped within a week or ten days. Every effort will be made to ship order sooner, if at all possible.

9. Mrs. B. Smyth, 749 Hearst Avenue, Cascade Locks, Oregon, writes the D. Marcus Stove Company, 892 Alder Street, Portland, Oregon, of which firm you are general sales correspondent, that the Golden State Stove No. 45, which she recently purchased from her local dealer is not giving satisfaction. Furthermore, she states she has been unable to get proper satisfaction from her local dealer. She wants something done about this at once.

Answer Mrs. Smyth's letter. The assistant sales manager of your firm, Mr. F. C. Sweazey, who expects to be in the vicinity of Cascade Locks within the next week or ten days, will be glad to call on her and adjust the matter.

Add anything else which you think is necessary to make your letter complete.

10. Thos. F. Ahlrichs, R. F. D. #1, Monticello, Illinois, writes to the Empire Shoe Company, Mail Order Department, 798 Prairie Avenue, Chicago, Illinois, that ten days ago he placed an order for shoes for immediate delivery. He has not received the shipment yet and threatens to cancel order unless he is given prompt attention.

As correspondent of the mail order department of the above mentioned firm, you find upon investigation that Mr. Ahlrich's order was received and properly entered, but that the package was sent by mistake to Monticello, Iowa, instead of Monticello, Illinois. You are today duplicating the order and sending it to the correct address. Write customer accordingly.

11. Assume that the following letter is referred to you, a correspondent of Wellington & Lynch, mail order house, 8 West 35th Street, New York City, for immediate attention, today, February 28.

Stafford, Conn.,
Feb. 25, 19—

Wellington & Lynch,
New York.

Dear Sirs:

The Postmaster made a mistake in making out the money-order in my order I sent a day previous to this letter.

It should of been for \$3.05 instead of \$5.05 as in my order. Please return the two dollars in form of money-order.

Hastily,

(Signed) Sonia Franchez.

Reference to your records establishes the correctness of this claim. Adjust it accordingly.

12. As assistart advertising manager of the Regnier & Mercier Silver

Company, 877 Washington Street, Boston, Massachusetts, the following letter is turned over to you, today, January 23, for reply:

456 West Ninth St.,
Kansas City, Mo.,
Jan. 19, 19—

Regnier & Mercier Silver Co.,
Boston, Mass.

Gentlemen:

Though we wrote you almost two weeks ago, asking for electrotypes to be used in our new catalogue, we have heard nothing from you so far.

We are daily receiving requests from our customers for the new catalogue, which we cannot grant. Now we want to get this catalogue into the hands of our trade just as soon as possible.

Please let us know immediately and definitely what is keeping you from sending us the electrotypes, and when we may expect them. We need them now.

Yours truly,

(Signed) The Waller Mercantile Company.

The Waller Mercantile Company retails R & M Silverware in Kansas City. About two weeks ago they requested the R & M Silver Company to send some electrotypes of R & M Silverware, illustrations of which were to be included in a new catalogue which the Waller Mercantile Company is planning to get out. These illustrations will be included in the catalogue in accordance with the wish of the R & M Silver Company.

Investigation of this case makes clear that the delay was caused by the fact that the engraving of the nickel silver was lost in the office of the engraver. For this reason the silver had to be re-photographed and a new plate had to be made. Illustrations will be sent the Waller Mercantile Company today.

Making use of these data, answer the letter given above. Attach to your letter a rough draft of the advertising layout, together with some suggestions for copy. The latter may be enlarged upon or cut down as your dealer sees fit. Offer customer your hearty coöperation in this matter, and ask for a copy of the new catalogue when it is completed.

13. On December 5, the Men's Fashion Store, Racine, Wisconsin, placed a large spring order for men's dress and work shirts with Carl D. Kimball, manufacturer of shirts, night robes, etc., Leominster, Massachusetts, for delivery on or about February 15. It is now February 25, and the order has not been shipped yet, to the disappointment and detriment of the Men's Fashion Store, which in a recent letter to Carl D. Kimball complained of the delay and the poor service it was apparently getting on this order.

Assume that you are employed by Carl D. Kimball to adjust claims.

Your firm is painfully slow in deliveries because of strike conditions

over which it has no control. Consequently, it had to employ many inexperienced and more or less unskilled men to be able to carry on its business even to a limited extent.

You feel that your customer is partly compensated for the delay by the difference in price at which he purchased the goods and the price that prevails now. Thus, Navajo night robes, which you are billing him today at \$20.50, are now selling out of stock at \$28.50. Napier shirts, which you are billing at \$28.00, are now selling at \$37.80. Write the letter.

You might also mention that you have now a very large and complete stock of hosiery on the floor, concerning which you will write customer more fully later.

14. Assume that you are the owner of a firm selling and distributing musical instruments. Today an old customer writes that he ordered a Bb soprano saxophone ten days ago, but that he has heard nothing from you regarding it.

Having been a good customer of your firm for five years, and having always met his obligations promptly, he is surprised at this unusual delay in shipping the instrument. In his order customer specified that the saxophone be sent C. O. D. for the first deposit of one-fourth of the total price.

You are now asked to settle this matter, using any of the following data:

All orders received by your firm are at once passed on to the order department for attention. It is the rule in this department that "a deposit of one-fourth of the total purchase price must accompany all installment orders."

In this particular case the order department could not ship C. O. D. for first deposit of one-fourth of purchase price, because it had no authority to do so. The matter was finally turned over to the manager of the mail order department, who, knowing the purchaser to be an old, reliable customer, made an exception in his case and passed the order for immediate shipment. The C. O. D. shipment went forward by parcel post yesterday.

15. As secretary to the manager of the N & N Business Training School, 476 Eutaw Street, Reno, Nevada, it is your duty to see that all students enrolled attend school regularly, and to write promptly to all those students whose attendance has been irregular, presumably because of lack of interest and because of dissatisfaction with certain phases of their work. The purpose of your letter is to ascertain, if possible, the exact reason for irregular attendance and to induce student to return to school immediately by granting any just claim he may have.

Today your attendance record shows that Arthur Anderson, 2277 Sutherland Street, your city, has been absent from school for three successive days. He enrolled as a student in your bookkeeping department about a week ago. The teacher in charge of this department tells you that Mr. Anderson has shown very little interest in the work so far; also, that he has found the work very difficult because he has been out of school for over six years.

Write Mr. Anderson a letter for the purpose of adjusting his difficulties and of bringing him back to school next Monday morning.

You might ask student to see you personally Monday morning before he goes to his classes. Your policy is to take a personal interest in the success and welfare of your students, whose coöperation in the matter of attendance is of vital importance to their progress in their school work.

Should student be unable to come to school Monday for some good reason, then ask him to notify you accordingly by letter or by telephone.

16a. As correspondent of the Kilbourne Silver Company, Wallingford, Connecticut, you have just received the letter of complaint asked for in solution of problem 13 on page 161. Answer it immediately.

These are the assumed facts:

In transcribing the order the stenographer made a mistake, writing "ebony" for "ivory." Since the error is yours, you are willing to make an ivory knob for your customer, provided he can wait a week for it.

16b. As above. You have just been handed the letter of complaint asked for in solution of problem 14 on page 162. Adjust it.

These are the assumptions:

Investigation shows that the delay was caused by an oversight in your factory. By misplacing a tag the urn was checked as awaiting the coming of the cover. The urn was returned to customer yesterday. Mistakes such as this are sure to occur occasionally in a factory as large as yours, where you are obliged to depend largely on routine workers. However, precautions have been taken to see that such delay does not happen again.

The Carrier is to Blame

17. Five days ago the Dalite Clock Company, LaSalle, Illinois, shipped order #76, consisting of an assortment of alarm clocks to the Geo. L. Unnewehr Jewelry Company, Groton, New York, by prepaid express. To-day it receives a letter from the Unnewehr Jewelry Company to the effect that the goods have not been received.

As correspondent of the Dalite Clock Company, write the American Express Company, of your city, asking them to send a tracer after the shipment. Give them the necessary information concerning shipment.

Also write to the Geo. L. Unnewehr Jewelry Company, explaining that the goods were delivered to the express company on a certain date, etc. Say that you have written express company, and that you will duplicate shipment unless they report delivery within the next three days.

18. Assume that you are employed as correspondent by the Golden Rule Department Store, San Francisco, California. Recently one of your customers came to your store and personally selected a cut-glass set, asking that it be expressed to Santa Barbara, where he was to attend the fifth wedding anniversary of one of his friends. When he received the set, one of the pieces was broken.

In his letter to you the customer bitterly complains, saying that the

purchase was no doubt packed carelessly. He is especially angry because he wanted the cut-glass set in time to present it before the wedding anniversary, which is three days from date.

Careful investigation of this case shows that the package was in excellent condition when your shipping department turned it over to the express company. Your express receipt is proof of that. It is quite evident therefore that the breakage occurred in transit.

You are now asked to adjust this claim. Remember that even though your firm's responsibility ceased when the package was turned over to the transportation company, you should make every possible effort to satisfy customer. Write the letter.

19. You have just been appointed manager of the World Book Company, 892 Hampton Road, Lafayette, Indiana.

In going over the correspondence of your department you chance to run across the following paragraph in a letter recently received from a customer:

"Six weeks ago I sent you money order for \$12 in payment of Memoirs of Napoleon Bonaparte by Bourienne, 4 vols. Four weeks ago I wrote you because I had received no reply from you to my order. In answer to that letter you wrote promising to trace the books, and if they were lost, you would send me another set. However, I have heard nothing from you since that time. Now you have my \$12, and I have nothing. I am beginning to think you are a bunch of crooks, and if you don't send me the books or return my money, I am going to turn the matter over to the postal authorities."

The answer which the customer received to this letter reads:

Dear Sir:

We were really astonished to get your letter of Dec. 29. Now we ship all our goods with extreme care, but in spite of that they go astray once in a while. Furthermore, our responsibility ends the moment we turn goods over to the transportation company and get their receipt.

If you doubt our financial responsibility or standing, just look us up in Dun's or Bradstreet's reports.

Just now we are very much rushed with business, but we are going to trace your order just as soon as we can.

Very truly yours,

Your correspondence files do not contain further correspondence on this case. You are now asked to criticize the letter given above, and to write a better one to take its place. Then write a letter to the customer for the purpose of adjusting his claim fully.

20. On November 15, Miss Lucile Rowena, 243 Fifth Street, Southeast, Mason City, Iowa, sent an order for a Hints for the Hostess Book to the Fairmont Manufacturing Company, Milwaukee, Wisconsin, inclosing a dollar bill in payment.

Today, November 25, the firm mentioned above receives a letter from

Miss Rowena, calling attention to the fact that she has not yet received the book.

As correspondent of the Fairmont Manufacturing Company, adjust this claim.

Your records show that a copy of the book in question was mailed to Miss Rowena on November 20. You cannot understand why she did not receive it. Non-delivery, no doubt, is due to causes beyond your control. Send her a duplicate copy today.

21. On June 10, the Loughlin Jewelry Store, 879 Lincoln Street, Houston, Texas, placed an order for one dozen silver teaspoons, 578X, with the Eastern Silver Company, Bridgeport, Connecticut. The latter firm made shipment of these spoons on June 18 by insured parcel post.

On June 24, the Eastern Silver Company received notice from its correspondent that the spoons had not yet been received. On June 25 the order was duplicated.

On June 30, customer writes again, saying that he is not in the habit of being given such poor service, and that he can see no reason why you did not fill his order for a dozen teaspoons promptly. He adds that he has already waited about twenty days for the order, and that the delay is greatly inconveniencing one of his customers who is waiting for this particular kind of teaspoon.

Today, on July 2, you are asked to answer his letter of June 30. Explain what efforts you have made to give customer prompt service. You have now made three shipments of these teaspoons as follows:

- 1 dozen, June 18,
- 1 dozen, June 25,
- 1 dozen, July 1.

Say that if customer should receive all three shipments and should not care to place the extra two dozen spoons in stock, he is at liberty to return them for credit. Ask him to notify you immediately in case any of the shipments do not arrive within a reasonable time, so that you may help in tracing them.

22. As correspondent of the Hector Coal & Coke Company, 45 West Seventh Street, St. Louis, Missouri, you received today a letter from the Devine Mfg. Company, East St. Louis, Missouri, asserting shortage of three tons on the last carload of coal which your firm shipped them about two days ago.

Reference to your shipping records brings out the fact that the car was full weight when it left your yards. As shipper, your firm is not responsible for shrinkage en route.

Prepare a reply to the letter from the Devine Manufacturing Company. Suggest their filing a claim against the railroad company. Inclose copy of your shipping record.

When the Customer is to Blame

23. While in Chicago, Illinois, on a visit two weeks ago, Miss Connie

Arkwright, 847 Vine Street, Waterloo, Iowa, bought a pair of tennis shoes from the E. M. Blanchard Shoe Company, 89 Jackson Boulevard.

Today this firm receives a letter from Miss Arkwright, saying that she is returning the shoes by parcel post, because they have not proved satisfactory. She asks for either a new pair or her money back. Examination of the shoes shows no defect in material or manufacture, but the effects of much wear.

As assistant to the sales manager of the E. M. Blanchard Shoe Company, you are now asked to settle this claim. Investigation brings out the fact that this is Miss Arkwright's first purchase in your store, and that her sister, a Mrs. F. Fairchild, living in Chicago, who apparently brought Miss Arkwright into your store, is a permanent customer of your firm. The policy of the E. M. Blanchard Shoe Company, statement of which appears on all its letter-heads, invoices, etc., is "Satisfaction guaranteed or your money back."

Write the letter.

24. As assistant to the sales manager of the Sumner Manufacturing Company, 492 Wilson Avenue, Salem, Massachusetts, you have just received the letter of complaint asked for in solution of problem 6 on page 160. Answer it, making use of the following:

Past experience shows that complaints similar to the one made in the letter referred to above come only from those sections of the country where the ax users are not familiar with Sumner products.

Sumner axes are made from an alloy steel, which, when treated properly, gives extreme toughness.

A person using a straight carbon steel ax knows that if he strikes "a foul blow" or misuses the ax otherwise, the steel will chip out. He is under the impression that the ax has the right degree of hardness and thinks nothing further of the break, because his mind has been trained to expect the break under the circumstances.

However, if "a foul blow" is struck with a Sumner ax, it will not break. Instead the bit will bend or take a set. The reason for this is the unusual degree of toughness of Sumner axes. Scleroscope readings show Sumner axes to be about ten points harder than any other welded ax made. When abused, the edge will not chip or break, but will bend slightly.

On several occasions on which axes were reported soft, the Sumner Manufacturing Company asked the customer to return them to the factory. Without changing their temper in any way, these axes were re-ground, honed up to a fine, keen edge, and then returned to the original users. They would report almost without exception that the axes were absolutely satisfactory and that they held their edges better than any other ax which the customer had ever used.

Experience in all sections of the country has shown that after Sumner axes have been in a territory for some time, and after the user has become accustomed to this unusual feature of toughness, competitors find it very difficult to enter that territory again.

Explain the situation to your customer and offer to re-grind the two axes returned to him. Remember that whether or not the customer trades with you in the future will depend largely, if not wholly, on the manner in which you settle this, his first complaint.

25. As assistant to the manager of subscription agents of the Max Maynard Publishing Company, Minneapolis, Minnesota, you are asked to reply to the letter given in problem 16 on page 183.

The regulations in accordance with which claims of this nature are to be adjusted are to be worked out by you.

You are now asked to write such a letter as will retain the good will of this subscription agent, who has done good work for you during the past year. In fairness to all subscription agents, no exceptions to the rules and regulations of your firm can be allowed.

26. Today, the Max Maynard Publishing Company received the letter of complaint given in problem 17 on pages 162 and 163. As correspondent of this firm it becomes your duty to adjust this claim immediately, and to avoid occurrence of similar complaints in the future. In writing your answer, be guided by the following rules and regulations set down by your firm to cover such claims:

Except in certain specific or requested instances, commissions, overpayments, and so forth are returned to agents in the form of a credit slip rather than by check or otherwise. Such credit slips are redeemable in cash, or acceptable as part payment for future subscriptions. It develops that some few agents, not understanding these slips, destroy them, then assert the company has never remitted.

It is a rule of The Maynard Publishing Company that no subscription can be cancelled without the consent of the subscriber. The reason for this is that many agents extend credit to their subscribers. Then, when they fail to collect, they request your firm to cancel. Payment may then be made before subscription actually is canceled, with resulting complaints. Your firm insists on knowing the *subscriber's* attitude before canceling, except in the following cases:

When the agent has received a protested check from the subscriber, and the agent is in good standing, the subscription will be canceled upon his request.

Any over-remittance is always returned promptly. When agent discovers his error and retains a like amount from the next succeeding remittance, his account will be charged for this amount, inasmuch as the original amount has already been forwarded.

27. Assume that you have just received the letter asked for in solution of problem 19 on page 164. Settle this claim, making use of the following:

During a recent strike of tailors, you were obliged to employ more or less inexperienced non-union men. One of these men tailored customer's suit, and, apparently, did the work carelessly.

Say that your firm would be glad to correct misfit and to make

alterations on suit to obtain perfect fit, if customer will state exactly how and where the suit does not fit. Also suggest the return of suit for exchange. Recently you have not only received many new styles and materials, but the labor situation is again satisfactory so that you can now absolutely guarantee perfect fit and complete satisfaction. If necessary, and in order not to lose customer, you will, as a last resort, refund purchase price.

Right the wrong so as to satisfy customer fully, at the same time using, if possible, that method of adjustment which will be the least expensive to you.

28. Carefully consider the data presented in problem 21 on page 165. As Manager of Doden's Department Store, you have received Mr. Flint's communication, and you are very much vexed to learn of the discourteous and tactless treatment which he has been given by your clerk.

Answer Mr. Flint's letter.

In preparing this assignment, keep in mind the fact that its purpose is not only to adjust the claim, but above all else to *keep the customer* which is quite a difficult task in this particular case because of the seriousness of the offense.

29. As subscription manager of the F. C. Rancé Publishing Company, you have just received and read the letter asked for in solution of problem 24 on page 166.

The name of the sender of the letter does not appear in your subscription lists. Furthermore, you employ neither subscription canvassers nor give subscription premiums in the form of cook books, as stated by the writer.

Evidently complainant has been swindled. Ask her for a copy of the receipt, and other details concerning the subscription. Suggest that she report case to local authorities for investigation. Say that since this is the third complaint of this nature which you have received from this particular section of the country, you will also investigate the matter carefully.

Fault Not Ascertained

30. The letter asked for in solution of problem 18c on page 164 has just been handed to you, the assistant sales manager of the Everlasting Typewriter Company, for immediate attention and reply.

You find that the nature of this complaint is such as to necessitate a thorough investigation, which will take some time. Write a suitable letter to the customer.

31. Assume that you are the secretary to the advertising manager of Coal News, and that you have just received the letter of complaint mentioned in problem 2 on page 159.

The advertising manager who made the contract referred to in this problem is at the present time traveling on the Pacific Coast. He is

expected to be back at his desk in about a week, at which time he will investigate the matter himself.

With this information in mind, you are now asked to write the Power Truck Company in acknowledgment of their complaint.

32. As subscription manager of International Advertising, 85 Nassau Street, New York City, you decide to grant the claim made in the letter required in solution of problem 10 on page 161, without further investigation.

Write your subscriber accordingly.

33. As proprietor of the Kodak Supply Shop you have just been handed the letter written in solution of problem 23 on page 165.

The salesman who sold the kodak in question is on his vacation just now and will be back in about two weeks from date. As soon as he returns you will refer the claim to him.

Write your customer accordingly.

34. Assume that you are employed as supervisor by the Independent Telephone Company, your city. It is your duty to supervise the work of a number of telephone operators and to settle complaints concerning telephone service.

Today, the following letter is turned over to you for attention:

Independent Telephone Co.,
City.

Gentlemen:

I feel it my duty to bring to your attention a matter which has caused me annoyance repeatedly during the past month.

It is my custom to ring up Mrs. Hicks, who is in ill health, from my office every day between three and four o'clock in the afternoon.

Now your operator gave me the "busy" signal once last week and twice this week, when, as a matter of fact, the line was not busy at all, as I found out later by consulting Mrs. Hicks. This is very annoying to both of us, to say the least.

Please investigate this matter at once and give us better telephone service in the future.

Yours truly,
(Signed) Geo. F. Hicks

You are now asked to acknowledge receipt of Mr. Hicks' letter, promising to investigate this case carefully and to write him later accordingly.

35. Three weeks ago the Cut-Rate Drug Supply Company, your city, sent a sample of *Unfailing Complexion Cream* to Miss Agnes Hitchcock, 85 Schurz Street, Bloomington, Illinois, who had sent in an advertising coupon together with four cents in stamps for this purpose.

Today Miss Hitchcock writes that she received the sample in a damaged condition. Answer her letter. Duplicate sample without further investigation of her claim.

Refusing Claims When Customer is to Blame: Unjust Complaints

36. The Johnson Glove Company, manufacturers and distributors of the famous Johnson Gloves, 87 Cedar Street, Glencoe, New York, shipped an order of assorted gloves to Cooper & Dennhardt's Department Store, 85 Wells Street, Brooklyn, N. Y., about a week ago.

Today they receive this letter:

Brooklyn, N. Y.
(date)

The Johnson Glove Company,
Glencoe, New York.

Gentlemen:

We are disappointed in the last shipment of gloves which we ordered from your salesman, and which came to hand today.

The gloves seem to be inferior in quality and make to the samples shown us by your salesman.

We are, therefore, shipping them back to you. Please credit our account for the proper amount.

Yours very truly,
(Signed) COOPER & DENHARDT'S DEPT. STORE

Prepare a suitable reply to this letter: Your inspector finds the gloves which the customer returned perfect by comparison with the samples. Return the goods to customer. Use some good, strong selling talk at the end of your letter.

37. Assume that the following letter is handed you, a sales correspondent of the Perfection Manufacturing Company, Rock Island, Illinois, today, February 6, for reply:

Danville, Ill.,
Feb. 2, 19 —

Perfection Mfg. Co.,
Rock Island, Ill.

Gentlemen:

Please find inclosed check for \$86.00, the price of your Perfection Washing Machine, as per your ad in the Davenport Times. I have deducted \$2 for cartage from the American Express Company's office, as I do not think that I should stand this additional expense.

Truly yours,
(Signed) Mrs. Florence Zarneke

In your answer to this letter call customer's attention to the fact that your advertisement states price at nearest express or freight office. Either return check with letter or hold it for reply and payment of two dollars.

38. Assume that you are employed by the Everlasting Fence Company, Rockford, Illinois, as correspondent. Your firm conducts a direct-to-

consumer fence business, shipping its products into almost every state of the union. It guarantees its goods to be as represented in its catalogue, which is furnished free of charge to any one who asks for it. The terms are either cash in advance, or, if C. O. D. is preferred, then 25% of the total purchase price is to accompany order.

Recently you filled a cash in advance order for fencing, amounting to \$85.00, for Frank Armstrong, R. F. D. 3, Delhi, Iowa, to whom a catalogue had been sent previously upon request.

On receipt of the shipment, Mr. Armstrong sent you a second order, also selected from the catalogue, as shown by the size of wire ordered, etc., amounting to \$225. This time he ordered heavy fencing.

Because customer had paid cash in advance for the first order, your firm naturally supposed his credit "gilt-edge," and shipped the second order by freight with sight draft attached to bill of lading, thus not even requiring the customary 25% of the total purchase price in advance.

Today you receive a letter from Mr. Armstrong in which he acknowledges receipt of the second shipment of fencing. However, he now refuses to keep the first shipment of fencing, saying that the wire is too light for his purposes and that he prefers the heavy kind of wire. Moreover, he states that he will honor the sight draft attached to the bill of lading covering the second shipment only if you will permit him to return the first shipment to you, at the same time refunding freight charges which he paid on it.

During all this time storage charges are accruing for every day for which the second shipment remains unclaimed. If customer should be permitted to return the first shipment and be reimbursed for the freight he paid on it, your firm would be "out" about \$40.00—the refund plus the return freight charges. Furthermore, even if this concession should be granted, you would have no positive assurance of his accepting the second shipment.

You are now asked to prepare a letter that will adjust this claim to the satisfaction of both, your customer and your firm. In other words, the purpose of your letter is to induce customer not only to keep the first shipment for the time being, but also to accept the second shipment by paying the sight draft attached to the bill of lading as well as the accrued storage charges. It is clear that unless you handle this case properly, your customer will refuse to accept the second C. O. D. shipment, in which case your firm would not only have to pay the accrued storage charges, but also the transportation charges on the shipment both ways, which would be a considerable item, and more than your profit on the shipment.

Adjust this matter so as to retain, if at all possible, the good will of the customer.

39. As assistant to the manager of the subscription department of the International Poultry Producer, a journal published monthly in the interests of commercial poultry producers at Petaluma, California, and

charging one dollar for a year's subscription, you receive the following letter today, November 13, from one of your subscribers:

8 Union Ave.,
Palo Alto, Cal.,
November 10, 19 —

INTERNATIONAL POULTRY PRODUCER,
Petaluma, Cal.

Gentlemen:

I received a \$1 bonus check for my work in October. If you will look over your records, you will find that it should have been a \$2 check. I sent 17 subscriptions to you during October.

I have changed my address so when you send my letters, please send them to my new address.

Sincerely,
(Signed) George Dryden

Answer this letter according to the following rules and regulations governing subscriptions taken for the International Poultry Producer by properly authorized subscription agents:

Seventeen subscriptions taken within a calendar month entitle an agent to a bonus check of two dollars, provided no special, premium subscriptions at the rate of seventy-five cents, or subscriptions which have counted toward a club gift, are included.

Since the subscription price of your publication is one dollar, a fifty-cent cash allowance or its equivalent is the maximum payment which an agent may be allowed under the postal regulations. In view of the fact that agent sent one subscription at the special, seventy-five cent, rate, and that two other subscriptions had counted toward the club gift offer, the agent's actual bonus count for the month was only fourteen subscriptions. The one dollar bonus was therefore correct.

40. Assume that the I-P-P Publishing Company, the firm mentioned in problem 39, receives the following letter from Wm. Rowell, Publisher of the Waterloo Guardian, Waterloo, Washington, today:

Waterloo, Wash.,
(date)

I-P-P Publ. Co.,
Petaluma, Calif.

Gentlemen:

Isn't my money as good as any one else's?

Several weeks ago I desired to send subscriptions for the I-P-P in the name of my newspaper. This would have been good business for me and you would have received twenty subscriptions. You refused the order, and yet I know positively that the cashier of the Farmers' Bank sent more than forty I-P-P subscriptions to his personal friends in the

country. You not only accepted his order, but you sent gift announcement cards to every one of his friends.

While I don't understand this at all, I still believe in your publication, so here is what I'll do:

You told me that if I would represent you, I could retain 25¢ for each subscription I obtained. The price of the WATERLOO GUARDIAN is \$2.00. Now I'll club your magazine with my paper and offer the two for \$2.50.

If that fails to win 'em over, I'll go this offer one better—accept \$1 down and 50¢ a month until the whole amount is paid for. Of course, I'll send you your 75¢, and keep the rest for my share as it comes in.

Yours very truly,
(Signed) WATERLOO GUARDIAN
By Wm. Rowell

Answer this letter in accordance with the following policy of the I-P-P Publishing Company:

Subscriptions for the I-P-P given as one would give a calendar or any other premium are not acceptable. If this were done, the subscriber would attach little value to the subscription itself. On the other hand, where an individual chooses to give subscriptions as personal gifts to one or more of his friends, the subscriptions are very welcome, because the subscribers will look upon them as a personal gift from a friend.

The I-P-P is not to be quoted "in club" with other publications. Cut rates are also not permissible. Every subscription to this publication must represent the full subscription price paid in advance either by the subscriber himself or by the friend who gave him the subscription.

41. Another letter which the I-P-P Publishing Company finds in its mail today is one written by Miss Victoria Cooper, 36 Channing Way, San Bernadino, California, and reads:

I-P-P Publishing Co.,
Petaluma, Calif.
Gentlemen:

Your letter just received in reply to the one I wrote you exactly two weeks ago. That in itself is one reason why I can't see my way clear to represent you. I couldn't afford to wait the length of time you require to answer my letters, send supplies, etc.

Then, you won't give me an exclusive territory. As the situation now stands, you have a number of other representatives in this locality. They send you subscriptions. I would have to weed out all such subscribers before I could really get going. And I might starve in the meantime. By the law of averages I would only get so many at the best and with others allowed in the same territory my averages would materially decrease.

As your records will show, I have sent you a few subscriptions within the past two months. Except for my first order, you have not ac-

knowledge a single one of them. How do I know you have received my money or the subscribers are getting their magazines?

Yours respectfully,

Prepare a suitable reply to this letter, basing it on the following data:

The I-P-P Publishing Company receives hundreds of letters every day. In the busy season more than six hundred subscriptions have been received in one day's mail. All subscriptions and all adjustments are attended to before any attempt is made to acknowledge agents' letters. The volume of business is so great that at least two days pass between the time a letter is received at the office and the time its reply leaves the office. Difficult adjustments often require a longer period of time. Agents frequently overlook the time taken in the mail, etc.

Exclusive territorial rights are not granted to any one of the I-P-P representatives. If this were not the case, then a given territory would often be closed in favor of an agent who might not work it to the limit. Experience, moreover, has shown that the more subscriptions are obtained from a certain community, the easier it is to obtain still further subscriptions. This firm has never yet reached the "saturation" point anywhere.

The practice of sending receipts as acknowledgments of subscriptions that have been sent in has been discontinued for several years. The subscriber would invariably complain to the agent, should he fail to receive his copy of the magazine. Canceled checks are sufficient receipts.

42. As assistant to the manager of subscription canvassers of the I-P-P Publishing Company, the firm mentioned in the preceding problem, you are asked to answer the following letter received from Miss Wilna Sourweather, 475 Avenue B, Rainville, Oregon, one of your subscription agents:

Rainville, Oreg.,
(date)

The I-P-P Co.,
Petaluma, Cal.,

Dear Sirs:

This is simply to acknowledge the receipt of your registered letter. I have written to you and told you that I sent the money for Mr. McLain's subscription.

The seventy-five cents you are claiming I certainly do not owe you. If you wrote me four times about this matter I have not received the letters. I certainly don't have to write you every week or every day. The proper place to look is your own records.

Now, business is business; so if there was any raise in the price of the I-P-P, you never let me know it. If I didn't send enough money, why didn't you enter the subscription for only a part of the year? The subscriber wouldn't have paid any more, but I could have explained the matter to him.

As to the twenty-five cents on Mrs. Keiser's subscription—she simply mis-stated the facts. In the first place, she did not order the I-P-P. Her sister Mrs. Clark, gave me the subscription and it was to be a birthday gift for Mrs. Keiser.

As to her stating that she did not get the magazine, she told an untruth, for her sister-in-law, who lives with Mrs. Allen, Mrs. Keiser's mother, at this place, told me Mrs. Keiser got the first copy of her magazine while on a visit to her mother, and instead of telling me that I had the address at Fairfax instead of Fairfield, she said nothing to me. The next issue Miss Moser, the clerk in the Post Office, took down to Mrs. Keiser herself. Then, instead of notifying me, Mrs. Keiser took it upon herself to misrepresent matters to you, and you advanced her subscription two months and charged it to me—which you had no right to do until you heard from me.

She got the two magazines you are trying to charge me for, and I surely don't have to pay for them.

As to your threats, especially of notifying other publishers, do you suppose they would believe you or turn me down, when my work for them has been entirely satisfactory? No! And what do you suppose I would be doing all the time you were trying to discredit me with those publishers? You'd soon find out all right.

I don't owe you one cent! What are you going to do about it?

Very truly yours,

(Signed) Wilna Sourweather.

Data for your answer:

A registered letter is sent to an agent, in connection with a debit item, only when that agent has failed to acknowledge previous letters on the same subject.

When an agent is unfamiliar with the subscription price of the I-P-P, and sends a subscription with an under-remittance, specifying that it shall be entered for a full year, it is policy to enter that subscription only for the period of time covered by the remittance.

When such a subscription is entered for the full year, and a charge placed against the name of the agent, it is, as a rule, due to a clerical error.

If copies of the magazine are misdirected as the result of the agent's having sent the wrong address, he is charged for all copies so misdirected on a pro-rata basis.

In case an agent repeatedly refuses to pay or to discuss his financial obligations, he is written a strong letter in which he is notified that unless he makes good, a report of his standing will be forwarded to the Magazine Publishers' Association, which issues a bulletin of delinquent and fraudulent subscription agents.

43. The Fit Footwear Company, Makers and Distributers of FF shoes,

Cleveland, Ohio, recently received a letter from J. Fitzpatrick, Goldenale, Illinois, a retail shoe merchant, and one of its customers, complaining of the high prices of shoes in general, and stating that in his opinion the price of shoes had not been re-adjusted, in line with the prices of other commodities, as a result of after-war and more settled labor conditions. He is of the opinion that a reduction of the price of shoes would make for an increase in the shoe business in general, and would tend to stabilize business conditions.

As a matter of fact, the FF Company prides itself on having set the pace in the price revision downward. Prices of shoes this year are a third lower than they were a year ago. The basic price of FF Oxfords is \$15, whereas last spring it was \$20 and upward. The lower priced FF shoes were ranged at from \$15 to \$18 last year; they are now being sold at from \$9 to \$12. Moreover, today these lower priced shoes are of better material and workmanship than they were during the period of high prices.

Realizing that a reduction in the price of shoes to a more normal basis would soon result in increased sales everywhere, the shoe industry lowered its prices some time ago. Today, and, no doubt, as a result of this action, the public is again supplying its various needs in shoes of all kinds, and complaints and criticisms of high prices are fewer in number than those received a year ago.

No industry except, perhaps, the clothing industry, has lowered its prices as much as has the shoe industry. The recent cut in the price of steel is small in comparison with that made by the shoe and clothing industries respectively. This is the more disappointing because the steel industry, being the barometer of business, was looked to as favoring a price cut as large as that made by the shoe industry, such a price cut as would have insured a real resumption of normal business conditions.

As correspondent of the *Fit Footwear Company*, you are now asked to reply to customer's letter. Make use of any of the foregoing information, you supplying such other data as may help to make your letter effective and complete. Suggest that customer take advantage of the present price reduction and place an order for shoes to take care of the buying wave which is sure to follow the recent price cut.

44. You are employed in the Adjustment Department of the Everlasting Fence Company, Rockford, Illinois, a firm selling wire fences, etc., direct to the consumer. Your fencing is manufactured on automatic looms which register the exact number of rods to each roll. As soon as completed, an identification tag is attached to each roll. On this tag is found information concerning the style of fencing, the number of rods in the roll, and the operator's number. In case of claim, the customer is asked to return this tag promptly for adjustment.

All outgoing material is loaded into cars at your own platform and is carefully checked by the head of your shipping department. The railroad station from which cars are loaded at your factory platform is small. Its agent knows your firm so well, and has done business with it so long that

he does not deem it necessary to check over any of your outgoing shipments. On the contrary, he accepts them without inspection and question.

Three weeks ago your firm received a first order for forty rods each of #15 and #16 (two different styles) fencing from Chas. D. Huffcutt, Moline, Illinois, which is a distance of about 150 miles from your factory. This order, for which customer had paid cash in advance, was shipped him promptly.

After accepting this shipment, the customer wrote your firm about two weeks ago, saying he had received only twenty rods each instead of forty rods each, as ordered. This fact, he said, could, if necessary, be testified to by several witnesses. Not doubting his word, the Everlasting Fence Company promptly sent him two more rolls of fencing, this time a twenty-rod roll each to make up shortage on the first order. This action was taken solely on the strength of the customer's word, he having obtained no freight bill or other concrete evidence showing shortage which he claimed in his letter.

Four days ago you received another letter from him, acknowledging receipt of the second shipment of fencing. In his letter he informs you that the rolls shipped him this time are only ten rods long, and that you therefore still owe him ten rods of #15 and #16 fencing.

You immediately answered his letter, requesting him to return identification tags attached to each roll of fencing. The customer replies to the effect that he is unable to find these tags, which were, no doubt, lost. He is, moreover, unable to produce bill of lading showing agent's notation of shortage.

In the meantime, and ever since customer claimed shortage on the second shipment, you wrote to three of the leading bankers in Moline, Illinois, explaining matters to them and asking for information concerning your customer's past record and his character. Two of the bankers replied to the effect that Mr. Huffcutt's standing in the community was anything but good, and that they would not trust him under any circumstances. This information, together with the effect which his second shortage claim had on you, leads you to believe that customer is trying to defraud your firm. Your policy in this respect is to believe a man honest until he proves himself to be otherwise.

You are now asked to write Chas. D. Huffcutt, R. F. D. 1, Moline, Illinois, a letter that will bring *payment in full for the second shipment of wire*, for it is quite plain to you that customer's first as well as his second claim of shortage is fraudulent. State your case clearly and most emphatically. Threaten to send one of your own men to his farm to measure the fencing shipped him.

45. Four weeks ago, the Everlasting Fence Company, the firm mentioned in the foregoing problem, received an order for wire fencing from John Sterling, Wilton, Missouri. No mention was made in customer's letter that shipment must reach his railroad station by a certain date.

The shipment of wire was delivered to the railway company by you exactly three weeks ago today. In this morning's mail you received a

letter from John Sterling saying that he had not yet received his order, and that he would not accept it unless it should reach him within a week from the date of his letter, which was written three days ago.

Write John Sterling to remind him of the fact that since his order did not specify delivery by a certain date, it is not subject to cancellation. A similar statement appears on all your letter-heads, invoices, etc. However, you are asking the railroad company to trace the shipment. Add anything else which you deem advisable, and which may aid you in inducing customer to accept the shipment, even if it should arrive later than the date specified.

Following Up and Soliciting Claims

46. The Empire Shoe Company, the firm mentioned in problem 10 on page 172, has not received an order from Thos. F. Ahlrichs, whose claim it adjusted some time ago, for almost six months. Mr. Ahlrichs is an old customer of the firm whose many orders the Empire Shoe Company always appreciated.

Prepare a letter that will put his name back on the Empire Shoe Company's list of satisfied customers.

47. Prepare a letter to follow up settlement of the claim mentioned in problem 13 on page 173.

48. Assume that Arthur Anderson has failed to reply to the letter asked for in solution of problem 15 on page 174. Write him again for the purpose of bringing him back to your school without further delay.

49. Follow up adjustment of the claim given in problem 18 on page 175.

50. You are employed as correspondent in the Sales Department of the Washington Mail Order House, your city. Today you are handed a list of five hundred names of customers who have not placed orders with your firm for almost a year.

Your task is to prepare a letter that will result in your putting as many of these names as possible on the list of active customers. Write the letter.

CHAPTER VIII

CREDITS

General Character and Importance

The fact that nine out of every ten business transactions involve no payment of cash whatsoever, but are made solely on the basis of credit—the express or implied promise of the purchaser to pay at some *future* time for the goods or services received—testifies most emphatically to both the magnitude and the importance of credit.

Credit is productive wealth to every business man. It is a necessity for most business men. Without it they would be compelled to restrict their business operations appreciably, and not a few would probably find it necessary and expedient to suspend doing business altogether because of lack of sufficient and ready cash. With credit at their command business men can place more and larger orders and so increase the volume of their business, and consequently their profits.

The foundation on which the tremendous and vital structure of business credit rests is faith—faith on the part of the seller in the buyer's financial ability and honest intention to pay cash at some definite future date for commodities sold on time. It is this confidence and trust in the other man's integrity that begets like confidence. The average business man is straight in his dealings. In fact, it is the established custom to believe every man doing business to be thoroughly reliable and trustworthy until his actions warrant a forfeiture of such trust.

Its General and Specific Purpose

Credit letters originate in the credit department, one of the most essential parts of any business organization. The purpose of this department is to carry out those rules and regulations of the house which will establish reasonably safe and mutually profitable relationships with the customers. Every credit department worthy of its name maintains a definite policy. It *sells* to the customer most essential service—terms and time.

No matter what its particular mission, every credit letter should clearly and positively express these two important considerations:

1. That credit is a valuable business service to the customer.
2. That such service is rendered only in accordance with definitely established and rigidly adhered to business principles and regulations.

It should be the invariable policy of the credit man to assist the sales department in shipping *all* the orders it has received, provided, of course, it is safe and profitable to do so. This, then, is the vital function of the credit man—to help sell all the goods possible, if not on the strength of credit, then on the basis of cash, or security, but at all events to sell them profitably.

All-Essential Qualities

The attitude of the credit manager of a large department store whose daily duty it is to grant credit to customers in face-to-face interview is one of sympathetic confidence in the other person's willingness and ability to meet his financial obligations promptly. Above all else he is tactful in what he says, cautious in what he promises, and consistent in what he finally does. Being essentially a salesman, his talk and actions are suggestive of personal service to the customer, his manner and bearing reflective of the dignity and seriousness of the matter under consideration. At no time does he forget that a sound credit policy is absolutely essential to a mutually profitable business relationship between his firm and its clientele.

The credit correspondent should make certain that his letters project qualities similar to those possessed and expressed by the efficient credit manager of a department store. The positive tone of the credit letter should stand out pleasantly so as to inspire the reader with confidence in the writer's purpose to treat him fairly, and to impress him with the dignity and responsibility of the latter's position and the prime importance of the service he is able to render.

An atmosphere of tact should pervade every credit letter. This means among other things that the use of negative suggestion as evidenced in sentences like: "We are sorry to learn that we offended in our letter of June 4." or, "Now, Mr. Smith, we don't in the least question your honesty or ability to pay," etc., should be

shunned religiously. The hopeful, the positive side of the particular situation under consideration should ever be brought to the foreground, while the negative, the unpleasant factors should be either entirely omitted or softened and hidden in unemphatic positions within the letter. In sum, effective credit letters should be cordial in their attitude, positive in their tone, conservative in their statements, and tactful from the "Dear Sir" to the "Yours truly."

Rare Opportunity of the Credit Letter

Every credit letter should be a getter and begetter of good will. As such its distinct opportunity lies in the fact that credit itself is primarily a service to the customer. This spirit of service, while it should not be overemphasized, should be the life-spirit of every credit letter. Appropriately expressed, it will strengthen the reader's confidence in the writer's house, and so win his business and his personal good will.

Service-plus should be the key-note even in letters to persons whose present financial standing and ability make it advisable to refuse credit. Why? Because here their opportunity is to gain a customer by showing frankly and diplomatically just why it would not be good business common sense for him to receive credit under the circumstances and why for the time being he should confine himself to cash transactions. Thus, often, doubtful orders may be turned into good, acceptable ones.

In cases where credit has been extended to a new customer, it becomes necessary for the credit man to educate the customer to the terms and general credit policy of the house. This is best done by stressing the advantages and the character of credit at opportune times so that the customer will finally come to regard it as a valuable, necessary business service, which he cannot permit himself to forfeit by not complying with the terms and regulations under which it was first granted.

It should also be noted here, that wide-awake credit men furnish their customers with reliable, up-to-date information concerning price conditions, market conditions, and business conditions in general. Data of this nature is often given the customer in weekly or monthly bulletin form. Such coöperation and service will sooner or later lead the customer to rely more and more on the written opinion of the credit man and to turn to him when in financial trouble or when in need of financial information.

Taken all in all, the credit letter should be made the means through which a business firm may, by extending credit liberally, but cautiously, shape its financial relationship to its customers in accordance with a well-defined, systematic plan. Its far reaching and most beneficial value is found in its educative influence upon the paying and other vital business habits of the customer. If the customers of a firm meet their bills promptly when they fall due, it is in a large measure the natural consequence of a firm and common-sense policy of credit. If, on the other hand, a large number of the house's debtors are decidedly "slow pay," it may safely be assumed that this condition is the inevitable result of a lax credit policy, which must sooner or later prove disastrous to the business. In other words, a strong, consistent credit policy will naturally result in making collections easy.

Asking for Credit Information

Manufacturers, jobbers, or wholesalers give credit only after they have obtained reliable advice regarding the customer's "three C's"—

Character

Capital

Capacity

So far as his character is concerned, they will seek satisfactory answers to these and other questions: What is the customer's personal and financial standing in his community? Are his personal and business habits good, that is, clean, properly conservative yet making for progress? Has his business honesty or integrity ever been questioned?

Information bearing on his capital would include the following: the amount of his total capital investment; its condition at present; the total amount of his operating expenses over a definite period of time and their relationship to assets and liabilities; his assets and liabilities, their kind, and their proportion to each other; the amount of cash that could be realized from a forced sale of the assets; the extent to which the assets and the customer's property in general are protected by insurance; and other means.

Questions touching on the customer's capacity should follow these general lines: what is his age, the state of his health, his

habits, his training, etc.? How long has his business been running and with what degree of success? Is he making good or running behind? Has he ever failed in business? What are the general business conditions in the customer's locality and vicinity? How does competition affect his business, and how does he meet it?

Important data on which to base a reliable estimate as to whether the customer is a good or a bad risk is generally obtained from these sources:

1. *Commercial agencies, such as Dun's and Bradstreet's.*—Their books will give the customer's financial rating, or, in case he is not listed, these agencies will furnish a special, confidential report on his credit and business standing.

2. *Banks, attorneys, and reputable business men in the customer's locality.*—These sources will usually be found willing, if not glad, to supply the information asked for.

3. *Other wholesalers, manufacturers, and jobbers.*—They may be written to, if the customer is known to have dealt, or to be dealing, with them.

4. *Salesmen.*—Reports made by the firm's own salesmen will frequently furnish very complete and valuable data about the customer, because the salesmen come into personal contact with the retailer. They can therefore judge him better. Moreover, they see his business and his methods of carrying it on, at first hand. However, it is very necessary that the salesmen's reports be founded on facts, and not on mere personal opinions, which may be colored and entirely misleading.

5. *From the customer direct.*—To obtain credit information from outside sources most business houses will use blanks which they ask their prospective customers to fill out. In this manner the seller is sure to obtain more or less uniform information on paper of like size which may be filed away conveniently for future reference. As soon as sufficient credit data regarding a customer has been assembled, it is evaluated, organized, filed, and revised from time to time. In this way, the credit department will have as complete and recent financial information about the house's buyers as it is possible to get.

Writing to the Customer for Information

This becomes necessary when data from commercial agencies and

other sources are either unsatisfactory, too old, or altogether unobtainable. In most cases the customer is asked merely to fill out a so-called *signed property statement*. The answers to questions given by him on this statement will indicate in more or less detail his financial standing and constitute the seller's basis for granting or refusing credit.

When going direct to the customer for credit information, it is best to approach him in a businesslike, frank, and positive way. Instead of apologizing for asking the buyer for personal and confidential data, make him realize that, since his and your interests are identical in the matter, it is only good business for you to ask him for it, and for him to let you have it. The buyer who is a good business man will appreciate the open and straightforward way in which he is being approached for information.

Letters asking for credit information are generally written to a new customer who has just placed an order and concerning whom the seller has no intimate knowledge whatever. Brief, friendly, and tactful letters, welcoming the new customer and giving reasons for the request for information, accomplish their purpose best. They may well be prepared in accordance with this outline of general principles:

1. Thank customer for first order and say that it is receiving attention.
2. Tactfully ask for credit references and other information on credit blank which you enclose. (Give reasons.)
3. Briefly emphasize your firm's policy toward customers in credit matters.
4. Express hope of customer's prompt compliance with your request and of pleasant future business relations with him.

The application of these principles is shown in this letter:

Dear Sir:

Thank you very much for your order of December 20 for five boxes of Lucky Soap, which we have entered for prompt shipment.

Not having had the pleasure of serving you before, and following our usual custom of going direct to the customer for detailed information concerning his business, we are asking you to fill out and return to us the enclosed blank, so that we may be able to serve you promptly and intelligently always.

Our policy is to discuss with our customers matters of mutual interest

frankly, and to furnish them from time to time with information concerning trade, market, and business conditions in general.

As soon as we receive the information asked for, we will ship the order without delay. We look forward to pleasant future business relations between us.

Very truly yours,

Granting Credit

Extend credit willingly and gladly, or not at all. Let your customer know in your very first letter that in you he will have a business friend and financial adviser who is about to render him a real and business-building service. Acquaint him well with your system of granting credit and let him know just how your credit department is going to help him. Begin educating your new customer to the financial policy of your firm in the very first letter. If you do this in a tactful and friendly way, he will appreciate it. Moreover, such foresight will forestall slow payments and bad debts, which so often result from a lax, unprogressive, and unsystematic policy. Inject conservative salesmanship into every credit letter that is written over your signature. Remember you are not to squander credit—you are to *sell* it. For, in return for the service you give, you expect to receive your buyer's confidence, his business good will, his willing compliance with your terms and financial rules, and, most important of all, his business.

The information which letters giving credit convey should be presented in this order:

1. Express pleasure over receipt of satisfactory information concerning buyer's financial affairs.

2. Give necessary information about customer's order, such as shipping date, terms, etc., that will show him that the order is being given personal attention.

3. Close with selling talk designed to establish cordial business relations and to pave the way for further business. Offer, where suitable, services of both the credit department and the dealer—service department.

The application of these principles is shown in the following letter:

Gentlemen:

We are glad to say that the information which we have received from

the references you have given us and also that contained in your signed property statement is plain and satisfactory.

Your order of December 14, our No. 678 A, for three cases of Peerless Soap, will go forward to you today, December 21, by fast B. & O. freight. These goods are billed to you under the terms 2/10 n/30.

The demand created for Peerless Soap by our national and local magazine and newspaper advertising should enable you to dispose of the three cases in record time and at a good profit. We are sending you today by parcel post some attractive advertising matter for your counter and window display.

It is our desire to coöperate with you in every possible way to make the sale of Peerless Soap most profitable to you. Feel free therefore to write us on any matter pertaining to the sale of our products or the handling of your account. You will find both our dealer-service department, and our credit department willing and ready to assist you in whatever manner they can.

Yours very truly,

Refusing Credit

Refusing credit to a prospective buyer should by no means incur the loss of his account. On the contrary, letters refusing credit should send forth such a spirit of friendliness, open-mindedness, and diplomacy as to convince the retailer of the fairness and justice of the writer's stand in the matter of credit and secure his trade on some other and, for the present, more satisfactory basis. Of course, where the financial information received is of such negative character as to make trade with the prospective buyer unprofitable on any sound basis, he need be written only a brief, courteous letter of refusal that will in no way reflect on his honesty or ability.

However, the majority of prospective customers whose applications for credit must be declined will be retailers to whom terms and time may be extended at some later date when their affairs are in a more secure and promising condition. They must be given reasons and explanations as to why it would not be fair *to them* to grant credit. Thus their confidence must be gained, their good will cultivated, their business secured on terms of cash, or good security, if at all possible. The advantage of a discount for cash must be made attractive to them.

Naturally, it is not an easy task to "turn down" a potential customer and still win his trade. However, a carefully planned letter, free from all negative suggestion and reflection on the retailer's present insecure financial position, but full of positive,

doubt-dispelling, confidence-developing statements—a letter that shows sympathetic, personal interest in the retailer's problems and manifests a warm desire to be of service will in many cases win a customer and friend for the firm. The statement of refusal in such letters should appear in some unobtrusive place in the letter, probably in the middle, so that it may be preceded in the opening paragraphs by pleasant matter designed to put the reader in the proper frame of mind, and followed in later paragraphs by statements that will leave a lasting, favorable impression with him. In other words, a letter refusing credit both begins and ends with a sincere, warm smile, thus removing all possible sting.

The general plan on which such a letter should be prepared is as follows:

1. Acknowledge pleasantly receipt of financial information from customer and other sources.
2. Analyze from customer's point of view briefly and tactfully, but openly, his present financial standing, first emphasizing its good points, then leading carefully over to its less favorable aspects. (Always support your statements by good reasons.)
3. Suggest solution of customer's financial problem in a way to obtain his good will and business.
4. Close offering reader coöperation of your firm in matters of sales and credits (so far as is consistent with his present standing).

The negative way of refusing credit: (It is certain to lose the prospective customer.)

Gentlemen:

In response to your favor of the 16th inst. we have to say that we shall have to ask you to pay cash before filling your order.

While we do not doubt your ability as a business man or your honesty, yet we feel that the information about your business standing furnished us is of such a character as to justify our requiring cash in advance.

In view of this fact we trust that you will see your way clear to remit cash now so that we may ship your goods at once.

Hoping to receive an immediate and favorable reply from you with check for order, we are

Very truly yours,

The positive way of refusing credit (following the plan suggested above):

Gentlemen:

We are glad to get the information in the financial statement which

you returned to us under date of March 2, as it will enable us to serve you better now and in the future.

We note with interest that your sales show a substantial growth during the four months you have been in business. Analyzing the figures you sent us, we are obliged to conclude that your liabilities are excessive for the amount of your quick assets. It seems to us that you are somewhat overstocked. Of course, you realize that under present conditions of falling prices this is a dangerous position to be in, especially for a new business.

In view of these facts we would suggest that you cut down the size of your order to one-half, or even one-third, and that you let us ship the goods on a cash basis, subject to a 2% discount. Ordering in small quantities would also protect you against serious loss from rapidly declining prices on large stocks of goods.

You may be sure that as soon as the condition of your business is such as to justify a line of credit, we shall be glad to let you have it. We are prepared to make shipment of your order on the basis outlined above. What do you say?

Yours very truly,

Protesting Unjust and Excessive Discounts

Discounts for cash are offered the customer as an incentive to pay his bill within a certain limit of time. They are governed by the terms of sale, a definite statement of which appears usually on the face of all invoices and monthly statements. If the buyer's check reaches the seller *after* the time limit has expired, such action constitutes non-compliance with and in some cases open disregard of the seller's terms. Furthermore, the customer is not entitled to a rate of discount higher than that given in the terms of the order.

The handling of both unjust and excessive discounts depends to no small extent on the size and nature of the particular account and the character of the individual customer. Generally speaking, however, the credit correspondent, having first made absolutely certain that the customer is in error, should hold the buyer to the prompt observance of the terms of sale. He should be made to feel that taking unjust or undue discounts is a violation of the fundamental agreement on the basis of which the sale was made. Moreover, to allow a certain customer to be irregular in his habits of payment constitutes unfair and unbusinesslike treatment of those whose paying habits are regular and fair. Laxity on the part of the firm in this respect would soon lead

to a more or less serious demoralization of the house's entire credit system.

Letters protesting against the customer's violation of the seller's credit policy should be frank, courteous, and firm. Their main purpose is to get the customer "into line" and then *to keep him there*. When a "short" payment has been received, it is best to return the remittance promptly to the sender, calling his attention to the shortage and "oversight," and asking for the correct amount of cash. This, of course, requires courage. However, the firmness which such a step expresses cannot fail to impress upon the buyer the necessity of coöperating with the seller by complying with his terms.

The material in a letter calling attention to a violation or oversight of the seller's terms may be arranged in this fashion:

1. Acknowledge receipt of customer's remittance and introduce the subject of the letter.
2. Explain definitely the discount terms in customer's case.
3. Call attention to the "short" payment and say why you cannot allow it.
4. Return check and ask for prompt remittance for correct amount.

Illustration:

Gentlemen:

Thank you for your check for \$74.40 in payment of our invoice No. 3321, of June 15, amounting to \$80.00. At the same time we wish to call your attention to our terms which you apparently misunderstood.

According to the invoice you were entitled to a quantity discount of 5%, and, also a cash discount of 2%, if you paid within ten days from date of invoice. The quantity discount, or 5% of \$80.00 is \$4.00, which brings the amount of the bill to \$76.00. From this amount (\$76.00) you could have deducted the cash discount of 2%, or \$1.52, had you paid the bill before June 25. This would have brought the amount of the bill to \$74.48.

Unfortunately, your remittance was neither made out for the correct amount, nor did it reach us in time to allow us to give you the benefit of the cash discount of 2%. Now, if we were to allow this discount under the present circumstances, it would only be fair to make similar exception in the case of our numerous other customers. Such practice once resorted to, would, you will readily see, soon disrupt our entire credit system.

For these reasons, and also because the net amount of the bill will not

be due until July 15, we thought it best to return the check to you. Please send us one for the correct amount in due time.

Very truly yours,

PROBLEMS IN CREDITS

1. Wm. Bright & Sons, wholesale dealers in men's clothing, 8 Leland Avenue, Chicago, Illinois, received a first order from F. D. Meves, a retail clothier, 7 Madison Street, Seattle, Washington, about a week ago.

Reports from outside sources indicate that F. D. Meves has been in the business but a short time, and while they are fairly satisfactory, Bright & Sons wish to obtain more detailed information concerning his business affairs. They therefore decide to write direct to the applicant for information and to ask him to fill out and return a signed property blank which they are enclosing.

As correspondent in the credit department of Wm. Bright & Sons, prepare the letter to be sent to the retailer.

2. Wm. Bright & Sons, the firm mentioned in the foregoing problem, recently received an order for miscellaneous men's furnishings amounting to \$300 from Wallace D. Slover, 86 Cherry street, Dubuque, Iowa.

Their salesman reports that Mr. Slover, a former clerk in a large Dubuque clothing store, has just recently started in the retail men's furnishings business, having so invested his savings. He states that Wallace D. Slover is a wide-awake, progressive, and promising young man of excellent reputation and good standing in his community. Information obtained from the prospective buyer direct discloses the fact that while his reputation and his general standing are good, his capital is very limited. For this reason Bright & Sons would not be justified in extending him credit to the amount of his order at present.

You are now asked to write Wallace F. Slover, acknowledging receipt of information given by him and briefly commenting upon it. Suggest that he cut down the size of the order to about half, and that he pay cash less two per cent for discount. Say that you would be glad to handle all his orders on this basis until such time as you could extend credit to him.

Offer to supply him with advertising matter and to assist him otherwise in the sale of your goods.

3. As the credit manager of a wholesale grocery concern you have just received a letter from a retail grocer. He enclosed an order for immediate shipment, and asked for the usual credit terms.

The commercial agencies as well as several banks report very favorably on the retailer's standing. You therefore OK'd the order and shipped it yesterday.

Write the retailer accordingly.

4. R. F. Johnson, traveling salesman for the KK Hardware Company, St. Paul, Minnesota, recently sent in an order for miscellaneous hardware supplies, amounting to \$250, given him by the Case Hardware Store,

Donahue, Minnesota, an old customer, whose rating is "fair, but generally slow."

Assume that this order has been referred to you, the credit man of the KK Hardware Company, for attention. In your opinion the order is too large to be disposed of by your customer promptly and profitably, especially at this time when business is generally depressed.

Write a letter to the Case Hardware Store, suggesting that the order be split up into three parts so that your customer may cancel unfilled portions of it, should the goods not find a ready sale under the present business conditions. Say that you can ship the first installment now.

5. As correspondent in the credit department of the Everwear Rubber Company, 8 Fourth Avenue, Boston, Mass., the following letter, dated about four days ago today, comes to your desk for reply:

Alliance, Ohio.
(date)

The Everwear Rubber Company,
8 Fourth Avenue,
Boston, Mass.

Gentlemen:

Please send us at your earliest convenience latest price list of your rubber clothing together with your best terms and prices on same.

Regarding our business standing we refer you to the First National Bank of this city, and also to Filene Brothers, your city.

Yours truly,
(Signed) Alliance Model Clothing Company.

Investigation of this case shows that the standing of the applicant is entirely unsatisfactory. You consequently decide to refuse credit, quoting however, lowest cash prices on the basis of which you would be willing to fill orders.

Prepare a reply to be sent to the Alliance Model Clothing Company in which you make use of the data given above and any other which will make your letter complete and suitable.

6. Assume that as assistant to the credit man of Carl Mayer & Company, New Orleans, La., you received a letter from W. Fleming & Company, 89 George Street, Montreal, Canada, asking for sixty days' credit on large quantity purchases of raw sugar which they wish to make in the immediate future, and naming several banks and other references.

Reports from the commercial agencies as well as from the references submitted by the applicant are of a nature to make it unwise for you to extend sixty days' credit at the present time. However, you think it good business to accept Fleming & Company's orders on the basis of thirty days' time with the privilege of five per cent discount for cash.

Prepare a letter to be sent Fleming & Company in which you state your decision in the matter.

7. As credit man of the Everlasting Fence Company, 9 Pike Street, Seattle, Washington, you receive an order amounting to \$125 from the Desmond Hardware Store, Bellingham, Washington, a retail concern with a low rating.

Write a letter to this firm to the effect that you would be willing to ship the order with draft attached to bill of lading. End your letter with some strong selling talk about Everlasting fencing.

8. Assume that you are employed in the credit department of the O'Farrell Department Store, Tacoma, Washington, to pass on written requests for credit that come to you from customers of your store.

Not long ago you received a request to open a charge account for Mrs. Obadiah Miller, 8 Broadway, your city, one of your cash customers.

Written and personal investigation discloses the fact that applicant recently moved to your city from Seattle, Washington. Her credit rating in this city was low. In fact, the Seattle Credit Men's Association reports that several of its members had considerable difficulty in collecting from her.

You are now asked to write a letter to Mrs. Miller, (who asked that you write her concerning this matter, because she is unable to call personally) in which you refuse her request for credit and in which you suggest that for the time being she confine her business to cash transactions. Write a positive letter. Retain the patronage of Mrs. Miller, if at all possible, but refuse her credit.

9. Assume that you are employed as credit correspondent by M. F. Wilhard Wholesale Drug Company, Saint Louis, Missouri, which firm has on its books an order from the Mason Drug Store, 42 Second Street, Mason City, Iowa, for shipment in about a month from date.

Recently private information reached you that the affairs of your customer were in a rather dangerous condition. You decided therefore to obtain an up-to-date, signed property statement from your customer before shipping his order. Your records indicate that the Mason Drug Stores takes an annual inventory about the middle of January. It is now the beginning of February.

You wrote this retailer a courteous letter asking for a signed property statement and enclosed a blank for that purpose. Today you get his answer. In effect, the customer flatly refuses to give you the information which you asked for, saying that he is under no obligation to you to make a statement of his personal and business affairs, and that he would rather cancel the order and place it elsewhere than to comply with your request.

You are now asked to write to this retailer. State frankly your reason for wanting the property statement and for going direct to the customer for it. Mention the fact that from several different quarters his standing has been reported as unsatisfactory. Say that you would not under any circumstances feel justified in forwarding his order now on your books, and that he is at liberty to cancel it, if he so desires. Stand on your rights.

10. S. I. Miller & Company, wholesale jewelers, 8 Lake Street, Chicago,

Illinois, receive a first order from F. J. Lewis, a retail jeweler, Morton, Iowa, for miscellaneous goods, amounting to \$250.00, to be shipped on open account. The order specifies immediate shipment.

As credit correspondent for S. I. Miller & Company, you are now asked to write F. J. Lewis to thank him for his first order and to suggest his wiring or mailing you cash for half of the bill, or instructions to allow you to ship the goods with sight draft attached to bill of lading. You make this suggestion because Mr. Lewis asked for immediate shipment and because he will get the goods without delay, if he heeds the suggestion. At the same time ask customer to fill out the usual property statement, blank for which you enclose.

11. The U. S. Cycle Company, manufacturers of bicycles and motorcycles, Dayton, Ohio, receives a letter from Chas. M. Wheatmore, Mt. Union, Iowa, asking if the company would be willing to start him in the bicycle business by putting in a stock of goods for him. He states that there is a brisk demand for bicycles in his town, especially since Mt. Union College is a mile away from town and can be reached only on foot or by means of a private vehicle of some kind, there being no street car line. He expects a big sale of bicycles among the college students.

Write Chas. M. Wheatmore to the effect that your firm makes shipments only to merchants who have sufficient capital invested in their business to finance their purchases. Say that you would be glad to handle the business on a cash basis. You might also suggest his going into partnership with some one who would supply the necessary capital for the business.

12. As credit correspondent of the Northwest Electric Company, 89 Central Building, Seattle, Washington, you receive today a check from the Gilbert Electric Company, Bremerton, Washington, for \$93.10, which is the amount of the invoice (\$95.00) less two per cent discount for payment within ten days from date of invoice. Reference to your records makes evident the fact that the discount period on this particular invoice expired three days ago.

Write a letter to the Gilbert Electric Company, calling attention to the oversight, returning the check, and asking for a remittance of the correct amount. This firm is an old customer of the house. State definitely why you cannot accept check, and urge customer to comply with your terms in the future.

13. The letter given below is referred to you, the credit man of the *Iowa Farmer*, for attention.

Waverly, Iowa,
April 20,—

THE IOWA FARMER,
Mason City, Iowa.

Gentlemen:

On September 1, last, I entered into contract for an ad for one year at

\$54.00. During the first six months I had two inquiries for hogs, but have made no sale whatever.

On the 23rd of February, I sent you my check for \$29.25 as payment in full for six months' advertising and also for one issue in March as I concluded it was too late to have it taken out. By return mail I received a letter stating receipt of same, saying "for six months advertising and one issue in March" and that the ad would be stopped.

In April I received another letter stating that I owed THE IOWA FARMER \$7.15 and I don't know what for as I paid in full and received a receipt for same.

Please explain what the \$7.15 which you claim I owe you is for.

Respectfully,
(Signed) Charles Postner.

The facts in the case are these:

The contract made with Mr. Postner called for the insertion of a half-inch card ad in the *Iowa Farmer* for twenty-four consecutive issues at the special rate of \$4.50 an inch.

Upon cancellation of the contract this rate was forfeited and the advertising run was due to be paid at the regular rate of \$5.60 an inch. Statement sent customer on April 1 was made out at the proper rate. The charge for thirteen insertions amounts to \$36.40 instead of \$29.25, which accounts for the difference of \$7.15.

Letter sent customer merely acknowledged the receipt of cash, but not the payment of the account in full. It read in part: "We are in receipt of your check for \$29.25 for which we thank you. We are cancelling your card ad after the March 1 issue. Many thanks for this business."

It is the custom of the *Iowa Farmer* to acknowledge receipt of cash and cancellation as soon as possible so that the advertiser may know that cancellation has been taken care of and that the money has been received. A bill for advertising is not rendered until the first of the month on the firm's regular billing date. Your problem is to write a letter that will clear up the misunderstanding of your terms and will collect the balance of \$7.15.

Write the letter.

14. Lorenz Jacobs, a farmer living in Milltown, Iowa, took a half page in the *Iowa Farmer*, the periodical mentioned in problem 13, to advertise his sale. As a rule, the publisher sends a field representative to a live stock sale if the advertiser orders half a page or more. The representative acts as ring man and often carries bids. The space in the paper, however, is sold as so much white space and no charge is made for the fieldman's services, nor is his presence at the sale guaranteed.

L. Jacobs held his sale, but no fieldman was there. The *Iowa Farmer* had notified a man, who worked for the periodical intermittently, to attend, but he failed to appear.

The following four letters are self-explanatory:

A.

Waverly, Ia.,
March 23,—

Mr. L. Jacobs,
Milltown, Iowa.

Dear Sir:

The balance due for sale advertising which you ran in The Iowa Farmer is \$126.00.

We would appreciate it very much if you would attend to this at your earliest convenience.

Yours very truly,
(Signed) THE IOWA FARMER.

B.

Waverly, Ia.,
April 15,—

Mr. L. Jacobs,
Milltown, Ia.

Dear Sir:

This is to call your attention to the balance of \$126.00 due The Iowa Farmer on your sale advertising account, statement of which was sent you Feb. 1. We wrote you in regard to this account on March 23 and so far have received no reply.

As your sale was held on March 24, we presume you are now in a position to send us a check in the enclosed, stamped envelope.

Yours very truly,
(Signed) THE IOWA FARMER.

C.

Milltown, Ia.,
April 21,—

THE IOWA FARMER,
Waverly, Ia.

Gentlemen:

Your letter at hand in which you state you have \$126 due you. In reply I wish to state that inasmuch as you didn't have interest enough to send a representative to our sale, I am in no hurry to pay you. Now I wish you to understand that the agreement was that you were to have a representative at our sale, together with the half page ad for which I was to pay you \$126, and I have witnesses to prove this also.

Now there was no excuse on your part, as the roads and the weather were all right. You should have had your man there. Three big sales in Clark at the time and not a man or a mail bid did you have there.

Now when you are willing to make a good deduction for your failure to make good, then I'm willing to talk settlement and not before.

Yours truly,
(Signed) L. Jacobs.

D.

Waverly, Ia.,
May 5,—

Mr. L. Jacobs,
Milltown, Ia.

Dear Sir:

Your letter of April 21 in regard to your sale advertising has been turned over to this department for attention. It seems that the whole matter hinges on the question of whether we sell sale advertising space in our paper or advertising space with the services of a representative.

We have impressed upon our fieldmen the importance of selling advertising space and not including the service of a fieldman as part of the contract. We have always regarded Livestock Service more in the nature of a service than a money-making proposition for the paper and our charge for space has been based upon careful analysis of all costs which enter into the production of the paper, and I can assure you that our margin of profit on this kind of advertising is very small. We are trying to build up our Livestock Service advertising so that it will be as valuable to breeders in our territory as commercial advertising space is to our commercial advertisers.

The services of a fieldman are somewhat of the same nature as our Special Service Department is to our commercial advertisers. The fieldmen furnish additional services which are not called for in the contract, but which we are glad to give whenever possible. In a good many instances, it is impossible to have a fieldman at every sale, and while we regret this very much, there are sure to be unavoidable reasons for their not attending.

In your case, it seems that there was some misrepresentation or at least some misunderstanding, and to keep your good will, we are willing to make some sort of reduction, but we have no precedent for deducting a fixed amount as we are not in the habit of making such adjustments. Will you let us know what you consider a fair deduction?

This is an unfortunate matter for both of us, but I believe it can be adjusted to our mutual satisfaction. May we have a reply from you soon in the enclosed, stamped envelope?

Yours very truly,
(Signed) THE IOWA FARMER
Credit Department.

Assume that the foregoing correspondence was handed you for final settlement. A week has passed since letter "D" was written, but no reply has been received.

You are now asked to write Mr. Jacobs a letter to get immediate settlement of the amount due.

15. Your task is to consider the correspondence printed below and then to prepare a reply, today, May 6, to J. S. Smith, that will settle the difficulty without any concession on your part, and without loss of the customer's good will.

A.

Pendleton, Oreg.,
March 30th,—

The Western Wholesale Co.,
San Francisco, Calif.

Gentlemen:

Inclosed please find acceptance duly signed, but not the date, I will appreciate it if you will extend the date to May 3rd instead of April 25th if agreeable to you. Kindly let me know the amount of interest up to said date and I will make prompt remittance in stamps.

Thanking you in advance for your kindness which will be a great assistance to me, I remain,

B.

Resp. yours,
(Signed) J. S. Smith

San Francisco, Calif.,
April 3,—

Mr. J. S. Smith,
Pendleton, Oregon.

Dear Sir:

We should be very glad if we could consistently extend a dating on our Trade Acceptance of March 25 to make it payable May 3 instead of April 25, but you will remember that we made a similar concession several months ago, at which time we explained to you that it was against our rules and that we were doing it in that instance only. Such a course depletes the purpose and the value of the Trade Acceptance.

Under these circumstances, we are taking it for granted that it will be quite in order to accept the Acceptance in its original form, and we are therefore passing it through our bank for deposit for payment on its original due date.

Yours very truly,
(Signed) THE WESTERN WHOLESALE COMPANY,
Credit Department.

Pendleton, Oregon,
April 17,—

Credit Manager,
Western Wholesale Co.,
San Francisco.

Dear Sirs:

Just returned from a trip (not a pleasure jaunt) and found your

sarcastic reply to my letter. I would advise you not to have my Trade Acceptance presented until May 3rd. as requested. Furthermore, you have no authority to fill in the date left open by me, unless requested to do so. It does not make a continental bit of difference whether you have or have not granted a request of that kind before. I am asking nothing unreasonable, and furthermore I am willing to pay for it. I know my financial condition better than you do, and know what I can and what I cannot do. A few days' grace would be granted by any intelligent business man, but of course if you don't belong to that class, it is the highest time that you make application for membership as you need it to judge by the tone of your missive.

And in regards to your products, if I can't get your line, and I can do as well if not B-E-T-T-E-R with the Valley Rose line, so take my advice if you are a Youngster, mend your ways, an older person would not write as what you are guilty of, presented as I stated to you, as the Acceptance will not be taken care of on the date as you insist upon. Nuf sed.

Resp. yours
(Signed) J. S. Smith.

Points to be considered in the solution of this problem:

The Western Wholesale Company wants the full coöperation of every one of its jobbers. This firm treats all its customers—whether they buy in small or large lots—with equal consideration. However, this means also that in justice to all customers no exception can be made to the firm's terms. Moreover, the dealer in this case knew the wholesaler's terms when he placed the order. It was not fair to the seller to ask for a change of terms after the goods had been shipped and bill rendered.

As the matter now stands the Trade Acceptance was protested with protest fees of \$1.25, which the wholesaler had to pay the bank through no fault of his. This charge should rightly be absorbed by J. S. Smith.

Write the letter.

16. Moses Miller, R. F. D. 1, Morton, Illinois, writes the Wm. Wilson Seed Company, Davenport, Iowa, that he wants to buy about \$200 worth of grass and clover seed. He does not have the ready cash and wishes to give his note to be paid in about six months from date.

The Wilson Seed Company cannot sell on this basis as it operates on a very close margin and a cash-with-order basis.

Your problem is to write Moses Miller a letter that will secure his business not on a credit basis, but on a cash basis, on the seller's regular terms.

17. Note the following:

Harvey O'Farrell, 89 State St., Paragould, Arkansas, a young man of business ability and character, has worked for a number of years as a clerk in a men's clothing store in his home town.

Having saved a small sum of money, he now sees an opportunity to

start a small store for himself. However, his capital is not sufficient to enable him to go into business and to carry it on without too much indebtedness.

He has written to the Credit Manager of Alter & Sons, wholesalers in men's clothing, Columbus, Ohio, asking him for personal advice and also whether or not this firm would be willing to extend him a line of credit, should he decide to establish himself in business.

Your problem is to write a letter to Harvey O'Farrell, advising against his going into business at the present time, refusing credit, but at the same time keeping his good will.

Make your reply complete, supplying additional data as necessary.

18. Frank Shipman, 898 Fifth Avenue, Beaver Falls, Pa., writes Alter & Sons, the firm mentioned in the foregoing exercise, that he intends to start in the furnishing business and asks for advice as to how much stock to carry, etc.

You are asked to answer him. Before you can give him practical information and advice, you should know the approximate amount of his expenses, as the amount of stock to be carried is determined by expenses; the sales necessary are determined by expenses.

Write F. Shipman, assuring him of your willingness to help him in every way and asking him concerning the following matters:

The amount of store rent; the amount of money to be withdrawn for his own needs; the amount of additional help to be engaged; the amount of incidental expenses, such as light, heat, and the like.

Upon receipt of this information, you will be able to give definite information concerning the amount of stock to be carried and the amount of capital necessary to carry the stock.

Write the letter.

19. F. Blair, grocer, Hopkinton, Iowa, placed an order for \$100 worth of goods with the Waterloo Wholesale Grocery Company, Waterloo, Iowa.

Financial information received concerning the retailer's standing is not satisfactory. The cash basis is the only one on which the firm would sell goods to F. Blair at the present time.

Your problem now is to write a letter to F. Blair which will prompt him to pay cash for his order.

20. Alter & Sons, the firm mentioned in problem 17, recently shipped an order of goods to the Metro Clothes Shop, Oil City, Ohio, C. O. D., because at the time of shipment they were unable to obtain satisfactory credit information regarding the customer.

The Metro Clothes Shop now writes that it has never before ordered goods C. O. D., that this is the first and last time that it will accept goods on this basis.

At present its stock of merchandise amounts to \$12,500; its liabilities to \$3,000.

Write a letter to the Metro Clothes Shop, expressing willingness to

extend credit, provided you are given *detailed* credit information in answer to the questions asked on the blank which you enclose.

Add anything else which you think necessary to pave the way for pleasant business relations with this new customer.

MISCELLANEOUS CREDIT LETTERS FOR ANALYSIS OR REVISION, OR BOTH

21. Gentlemen:

We are in receipt of your post card dated May 3rd requesting us to send our 1922 catalogue and price list for Superior Hosiery.

Our records show that under date of August 31st, 1921 you wrote us to the effect that you were discontinuing business and upon receipt of this information all of our records in connection with your account were closed.

Will you please write us by return mail whether or not you have taken over your old business or just what the change is so that we will have a correct understanding of your account. We also are unable to find you rated at this time in the mercantile agencies and for this reason we believe that you have recently opened up for business.

Please let us hear from you in connection with this matter. We assure you we will be very glad to resume our pleasant business relations with you.

We are, however, enclosing herewith our latest catalogue and price list and sincerely hope we will be favored with an order from you.

With kindest regards, we are

Yours very truly,

22. Dear Sir:

Under date of April 27th you very kindly gave to our salesman hosiery order #203 to be shipped at once by parcel post in the amount of \$197.05. We assure you this business is very much appreciated and will have our very best attention.

In checking over your account in connection with this order we note during the season of 1922 you have purchased several small bills and that payment has been made on a discounting basis. We have received, however, some unfavorable information through the Credit Clearing House of Chicago, which advises us that you are now quoted nearly one hundred per cent slow in caring for your obligations with the other trade and that some items have reached the hands of special attorneys and collectors. At this particular time, this would indicate that your affairs are not in the best of shape.

We, however, do not want to rely entirely on this kind of information. You have been a long and valued account of ours and we

feel quite confident that we can straighten out these matters to our mutual satisfaction. Under date of April 19th you very kindly gave us a statement of your assets and liabilities which respectively amounted to \$88,000.00 and \$15,022.52. This was a very good showing and certainly entitled you to credit for your requirements. We believe that you can make even a better showing than this and therefore would appreciate the courtesy very much if you will please take us into your full confidence and fill out in detail the statement blank inclosed herewith. In this manner we can keep in touch with your progress and make it possible for us to intelligently pass upon your future requirements. We take it that the collections recently reported against you are merely the result of the unfavorable conditions throughout the country.

We appreciate very much your business, and assure you, Mr. Tarr that it is our most earnest desire to continue supplying you with the Superior products and to continue our pleasant business relations with you.

Let us hear from you at an early date for which courtesy accept our thanks in advance.

Yours very truly,

23. Gentlemen:

This is to acknowledge receipt of your financial statement showing the condition of your affairs as of the 25th day of March, 1922.

We note from the statement that your current assets are \$31,804.50 against which you are owing \$14,405.70. We are also pleased to know that you have put your merchandise down at Market value and sincerely hope you will dispose of a good portion of this during the coming Spring months.

We are pleased to advise that order #87 has been passed for credit and no doubt by this time the merchandise has been received, or at least you have an invoice showing the same is now on the way.

In connection with your account we note that there is still due us a balance of \$50.00 against September 4 underwear invoice for \$206.00. Our records show that the last check we received from you was under date of March 21st and if upon receipt of this letter you find that the balance has not been paid we would appreciate your early attention as the bill is now considerably overdue.

Assuring you of our sincere good wishes, and awaiting your reply, we are

Yours very truly,

24. Gentlemen:

We are in receipt of your order of April 25th for an assortment of sizes in boys' black hosiery. We appreciate this business very much and are glad to know that you are interested in our merchandise.

Referring to our records, however, we do not find that we have ever had previous dealings with you and are wondering whether or not you have succeeded one of our old dealers or whether you have recently engaged in business. We do not find you rated with the mercantile agencies and therefore do not have any information whatever regarding your financial responsibility.

Will you therefore take us into your full confidence and fill out in detail, date, sign and return the enclosed property statement blank making it possible for us to come to a satisfactory understanding regarding credit and at the same time make it possible for us to promptly and intelligently pass credit upon this order or any future orders which you might send in to us. We assure you that any information you can give us will be treated strictly confidential and used only by our credit department.

We hope we will hear from you favorably by return mail for which courtesy please accept our thanks in advance.

Yours very truly,

25. Dear Sir:

We thank you for your very kind orders given our Mr. Hill for belts, which we have O.K.'d for prompt shipment. We are doing this without any knowledge of your affairs and in order to prevent delay in shipment of the goods.

In the meantime we will be much pleased to have you send us the names of some of the concerns with whom you are doing business largely, either at your store at Ovid or at Easton. Of course we would very much like to have a statement of your affairs upon our files but we presume for this small order you would prefer to give us the names of some of the concerns from whom you are buying largely and with whom you have credit arrangements.

Yours truly,

26. Dear Sir:

We are very glad to receive your order kindly placed with us through Mr. Karrz while you were in the house a day or so ago, and we only regret the Credit Department did not know you were in the house at the time, that they might have had a talk with you with regard to your business, conditions for the future, etc.

We regret this in view of the fact we have never had any direct figures from you, and while the information we have in regard to your affairs is in every way satisfactory, it is not at all definite.

We have always felt that the more closely we are in touch with our customers and their affairs the better able are we to serve them. We feel this is especially so under present very difficult conditions.

We hope, therefore, it may be your pleasure to send us a statement

of your affairs, either on the blank we enclose herewith, or such other form as you may prefer; and in sending these figures would you mind including a memorandum of your sales and expense for the past year, as we find these items just as important, and sometimes even more so, as assets and liabilities.

We trust that business has been satisfactory with you and the outlook for fall and winter is in every way favorable. We are very glad of this opportunity of coöperating with you.

Yours truly,

27. Dear Madam:

We feel slighted—Why? We have not seen you in our store for some time. Will you please tell us the reason why? Of course, we are presuming this on account of the fact that you have not charged any purchases in over a year.

Can it be that there has been some misunderstanding in some manner regarding your account? Or were your bills in any way incorrectly addressed, or your name mis-spelled, that caused you some annoyance? Please use the enclosed self-addressed envelope and drop us a few lines, as we are more than anxious to start in again to mail you monthly statements—the larger the better—for we desire your valued patronage.

Next time you are downtown, and making purchases in our store, just tell the clerk to “charge it.”

Yours very truly,

28. Dear Madam:

Did we hear you tell our saleslady today that “you desire to pay cash, as you had no account with us, and that this was the only store with whom you had no credit account?” Why? Don’t think you are treating us fair. Why not let us have a small share of your valued patronage?

We desire to state that we have this day entered your name on our books as a credit patron, and trust that the next time you are in our establishment that you will just tell the clerk to “charge it.” Anticipating a share of your valued patronage, and assuring you of our best service in every respect, we are

Yours very truly,

29. Dear Madam:

Replying to your application to open a charge account with us, it will afford us pleasure to grant your request.

Our terms are thirty days, and bills will be rendered you monthly, Assuring you of our best service in every respect, we are

Yours respectfully,

30. Dear Madam:

We are pleased to inform you that we have this day charged you with the merchandise selected, after making application at our Credit Office for a charge account with us.

Also, take this means of informing you that our terms are strictly thirty days (of which you are, no doubt, aware), and bills will be rendered you monthly.

Trusting that this will lead to a fair share of your valued patronage, we remain,

Yours truly,

31. Dear Madam:

Replying to your application to open an account with us, we regret to inform you at present we are unable to grant your request. Trusting to be favored with a share of your patronage, on a cash basis, we remain,

Yours respectfully,

32. Dear Sir:

We deeply regret we are unable to comply with your request to open a charge account with our firm, owing to the fact that we ascertain from our local Credit Bureau that you are a minor, and therefore, not legally responsible.

When you have reached your majority, we shall be pleased to have you call on our Credit Department then.

Assuring you that the above is our only reason for refusal, we are

Yours very truly,

33. Dear Madam:

We regret we are unable to grant your request made this day, that of opening a charge account with us, as we ascertain from our local Credit Bureau that you are not in good standing with several of our local stores.

No doubt, you are unaware that all the leading establishments of this city are members of the New Orleans Retailers Credit Bureau, and any one desiring an account with any of its Members must be in good standing.

We hope you will appreciate our position in the matter, and suggest that you do your utmost to place your credit standing in proper shape.

Yours truly,

34. Dear Madam:

Replying to your application to open an account with us, it will afford us pleasure to have your name on our ledgers, allowing you a limit of \$25.00 per month, until your credit standing becomes

firmly established, you not having had any charge accounts heretofore.

Our terms are strictly thirty days, and bills will be rendered you monthly.

We assure you of our best service in every respect.

Yours respectfully,

CHAPTER IX

COLLECTIONS

The old saying: "A dollar kept movin' pays many a debt and short credits make long friends" is true even today. A healthy credit policy consistently enforced will soon cut down the number of a firm's delinquent debtors to a normal minimum. This is desirable not only to the firm but to its prompt-paying customers as well.

The collection correspondent has no "snap." Often it is far more difficult to write money-producing collection letters than to write order-producing sales letters. In the latter case a person is asked to pay out his money for the purchase of goods, the enjoyment of some pleasure or benefit however intangible, while in the former case he is asked to surrender his reluctant dollars for goods or services whose satisfaction may be only a dim memory now. It is much like asking a man to pay for the admission to a show long after he has witnessed and enjoyed it. It is hard because the incentive to pay is gone—the psychological moment is forever past. Paying for something used up and enjoyed long ago is, moreover, to many a person, a somewhat one-sided transaction.

Object of Collection Letter

Two prime purposes should be bosomed together inseparably in every collection letter:

To secure payment of the debt as quickly as possible.

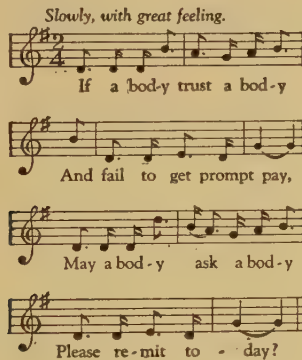
To accomplish this without offense to the customer.

The debtor is enjoined merely to meet his just obligations—financial responsibilities which, it is assumed, he intended fully to discharge at the time he purchased the goods. He is given to understand that compliance with the terms of the sale is expected of him, as it is of every honest debtor, as a matter of course. And while every tactful effort is put forth to retain his good will for the firm, yet his case is handled in a manner definite and firm, designed to bring him into line with little or no delay,

and then to keep him in line. Adaptation to the reader's circumstances, temperament, and view-point in a collection letter is highly desirable. If he who endeavors to collect debts by letter could after a cordial, hearty handshake make his appeal face to face in a personal interview, he would in not a few instances get the money without very much ado. As matters stand, he must throw his personality into his written message for a clear, strong, and understanding man-to-man appeal for the money.

Effect an Understanding

In his desire to get a quick financial settlement from the customer the wise collector always seeks to reach an understanding first. He knows that failure to pay a bill at the proper time is often due to carelessness or forgetfulness. So at first he sends courteous, entirely impersonal reminders—mimeographed or printed forms that focus attention on the oversight in few sentences which in every successive effort take on a stronger and more insistent tone. A dealer in musical instruments rubber stamps overdue bills in this fashion:



This impersonal and rather humorous reminder is effective in its way.

When formal notifications have proved fruitless, when it is plain that mere irregularity or neglect is not at the bottom of the delinquency, when prolonged, serious delay justifies a personal appeal for the money, then the collector seeks full and definite knowledge of the conditions that may cause the customer to be so unbusinesslike and so neglectful in his dealings. He knows his

debtor has a *reason* for delaying payment—it may be dissatisfaction with the last order of goods shipped, or financial difficulties, or an error in the amount of the bill. Be the trouble what it may, it must be found, discussed, and the way paved for payment and for a resumption of business relations mutually profitable. To lose patience and self-control and to allow an intimation of unworthy and ungodly feelings to show in and between the lines of a collection letter causes the prospect not only to lose respect for the firm, but also to defer final settlement of his account. Decidedly true was this of the following ill-humored appeal for money:

NEED THE DOUGH!

It is rumored that a certain young society woman of this city kneads bread with her gloves on. This incident may be peculiar, but there are others. We need bread with our shoes on. We need bread with our pants on, and unless we get in a few outstanding accounts, we'll need bread without a darn thing on, and this city will be a Garden of Eden if collections don't improve shortly. YOU can do very much to prevent this by the early settlement of your account.

Contrast this ill-fated message with the following excerpt from a letter which was exceptionally successful in bringing in the money:

"Won't you sit down, open your heart, and tell us why you do not pay our invoice?"

"This letter is not a dun—I hate the word—but you have a REASON for not sending us that check which is due, according to our records."

Collection Follow-Up

It is important to remember that in collecting money by mail one notice or letter may not suffice to bring the delinquent customer to terms. It is well—therefore—to plan a system of collecting that will admonish the slow-paying debtor at regular intervals of time in language the tone of which grows more urgent with each successive demand for money. Such a system must of course be sufficiently elastic to suit the various classes of delinquent customers. For instance, in the case of a good customer who only occasionally falls behind in his payments the length of time left between the various notices and letters should be longer and more generous than in the case of the customer who is known as slow or even poor pay. Then, too, more consideration and leniency

should, as a rule, be accorded the old customer than the new one whose habits of paying are not as yet fully known. Almost every business firm has its own method of classifying its customers with reference to the promptness with which they settle their bills; and it treats them accordingly. Be this system what it may, in his action the collection correspondent should be guided largely by the circumstances and conditions prevailing in the individual debtor's case. His foremost concern should be to make certain that each appeal for money that leaves his desk exactly fits the case it is intended to put in order. Only if he knows his debtors and their affairs as he should, and suits his letters to them, can he hope to attain a fair measure of success.

In collecting money from retail customers who are often not versed in business and especially not in collection methods, everything which might give the reader the impression that the merchant has singled him out should be avoided. It will be found that business men in general confine their preliminary collection efforts to impersonal, printed or mimeographed, notifications, mere forms that make no pretense of being personal appeals for the money. Often nothing but a statement of the account rubber stamped, "PAST DUE. PLEASE REMIT." is sent. Or forms, such as the ones given below, are made use of.

I

FIRST PRINTED FORM

This statement shows that part of your ledger account which is due and unpaid. Please notify us of any errors or omissions.

SECOND PRINTED FORM (TEN DAYS LATER.)

Your attention is called to items on this statement which are past due. Please remit.

THIRD PRINTED FORM (TEN DAYS LATER.)

We have twice called your attention to unpaid items on your account which are overdue. Not having had a reply, we request that you give this third notice immediate attention.

II

Now let us follow the application of the principles of collection letter writing fitted to a string of six letters. Their purpose is to bring in the money from individual persons who ordered a correspondence course on a ten-day free examination plan, prom-

ising either to return it within this time or to pay for it in full. Each unit, it is clear, should be complete in itself—awaken a desire to pay and promote action to this end.

Letter 1. (Sent two weeks after rendition of the statement of account, and three weeks after rendition of the bill of account).

Dear Sir:

You probably will be interested to know that the first edition of our Salesmanship Course is being rapidly depleted by the shipment of hundreds of sets every day.

Since placing the course on the market, it has met with the most gratifying success, as attested by the hearty and enthusiastic endorsements of those who have studied and applied its principles.

From present indications, we can safely predict there will be thousands of people in the United States who will acquire the knowledge contained in this course within the next six months, and who will have greatly increased their earning capacity by its study and application.

As we have not heard from you to the contrary, we assume that you, too, have decided to avail yourself of this wonderful opportunity to increase your earning power at a small cost.

We have not as yet received your remittance for the course, a bill for which was sent you two weeks ago. The bill was subject to cancellation by you within ten days after receiving the Course, according to the terms of our contract.

As you have kept the course longer than ten days, you evidently want to pay for it, but have not yet sent your check or postal money-order for the amount.

We are sending out thousands of courses in the various departments daily. You can realize the inconvenience and expense caused us by withholding payment. Just fold your check or money-order with the enclosed statement and mail it back in the accompanying envelope. It will be greatly appreciated.

Yours very truly,

This is a good example of when and how to inject *salesmanship* into a collection letter. The examination period is over. There is a slight possibility that the purchaser may have lost enthusiasm for the course and may wish to return it now that he has been asked to pay. To forestall such unfavorable action the seller devotes almost his entire first collection effort toward renewing the purchaser's interest in the course and toward stimulating a desire to pay for it by marshalling before his eyes in the first four paragraphs some of its predominant selling qualities. The remaining

part of the message briefly reminds the reader of his agreement and spurs him on to action.

To sum up, the purpose of this letter is to resell the customer: to induce him to keep the course and to pay for it promptly.

Letter 2. (Sent out ten days or two weeks after letter one.)

Dear Sir:

A short time ago we received your order for the Master Course in Salesmanship. Upon receipt of your request, we promptly forwarded the complete course. As we have not heard from you to the contrary, we shall assume that it has arrived and that you have had the ten days allowed for free examination. Evidently you have found it very valuable and worth many times the price we are asking.

A bill for the course, which you ordered, was sent some time ago. This bill was subject to cancellation by you within ten days after receipt of the course. As you have kept the course longer than ten days, you evidently want to pay for it, but have not yet sent your check or postal money-order for the amount due us.

We are sending out thousands of these courses every week and as a result our business necessitates a great number of small accounts. These in the aggregate amount to quite a sum. You can therefore assist us greatly by remitting at once, as it will save us considerable work and expense.

Your coöperation will be greatly appreciated.

Yours very truly,

In remitting kindly use the enclosed remittance slip and return envelope. It will assist us in quickly closing your account.

This letter represents an appeal to fair play. The reader is told in so many words that he had every opportunity of canceling the agreement into which he entered knowingly. Not having availed himself of this privilege, he impliedly agreed to pay for the course. Prompt payment on his part will moreover save the seller work and expense. Though this message is stronger in tone than the first, and very positive, it makes an effort to retain the reader's good will. Action is simplified by the enclosure of a return envelope.

Letter 3. (Sent out ten days or two weeks after letter 2.)

Dear Sir:

Because it is quite possible that you laid aside our last letter in the rush of your regular business, we trust you will not think us unduly insistent when we again bring the matter of the account to your attention.

A bill for the Master Course in Salesmanship was mailed to you on _____. While this account in itself is small, when you stop to consider that we are shipping thousands of these courses every week, and that the margin on which we provide this unusual educational service is very small, you will readily understand what it would mean if every one should delay his payment.

On such a narrow margin it is not long that we can carry an account like yours before it becomes a positive loss. Of course you realize this. And it is certainly an oversight that you have not sent us your remittance sooner. You will assist us greatly if you will kindly send us your remittance at once.

We do not ask for a letter of explanation. Just fill out the enclosed REMITTANCE SLIP, attach your check or money-order, and mail them to us in the enclosed envelope.

We assure you it will be greatly appreciated.

Yours very truly,

Another courteous appeal to the customer's sense of fairness. Additional reasons why he should remit promptly are given. The suggestion that his failure to pay "is certainly an oversight" is to make the debtor realize his neglect. The letter ends with a positive urge to immediate action.

Letter 4. (Sent out after another ten days or two weeks.)

Dear Sir:

Your account of \$10 for the Master Course in Salesmanship stands open on our books. As we have not received a reply from you, we are at a loss to know just what the trouble is.

We forwarded the complete course of ten lessons upon receipt of your request and shall take it for granted that it arrived promptly. About ten days later we sent you a bill for \$10 and two weeks later mailed a statement for the amount due us.

Subsequently we wrote you three letters, but up to date have received no word of explanation from you.

It is our earnest desire to close all outstanding accounts as soon as possible. Our agreement allowed you ten days in which to examine the course after which a remittance should have been made or the course promptly returned.

As far as we know we have lived up to our part of the contract and shall appreciate it if you will advise us wherein we have failed to do so. As this account is long overdue, you will greatly oblige us by a prompt remittance, or letter explaining just why the account has not been paid.

In remitting kindly use the enclosed REMITTANCE SLIP properly filled out and attach it to your check or money-order.

We are enclosing self-addressed envelope for your convenience. A prompt reply will be appreciated.

Yours very truly,

Firmness of tone distinguishes this member of the follow-up from its predecessors. The one addressed is given to understand indirectly that the firm has fulfilled its part of the agreement, but that he has not. He is again reminded of his contract and is given an opportunity to explain his side of the case.

Letter 5. (Sent out after another ten days or two weeks.)

Dear Sir:

Please give this letter more attention than you evidently have given to our other four letters. We are sorry we cannot talk face to face—because this will probably be the last time we shall write you.

Is there any definite reason for your not sending the \$10 which you owe us for the Master Course in Salesmanship?

If there is—will you please tell us at once what it is? We sent the Master Course in Salesmanship to you on consignment—at your request. You agreed to return the Course within ten days or pay \$10. Surely you did not intend to use the mails to secure something without paying for it. We played fair—and sent the Course without one cent payment on your part, as we were quite sure you would want to keep it after you had examined it and found what a bargain you were getting.

We did what you asked us to do, and we feel sure you do not wish to withhold the \$10 any longer and cause us more expense than you have already caused.

NO—YOU WILL KEEP YOUR WORD and will send us \$10. We believe that you would not have put your signature to an agreement which you had no intention of carrying out. **HOWEVER, THIS IS OUR FIFTH LETTER AND YOU MUST MAKE SOME EXPLANATION IF YOU DO NOT PAY THE SMALL AMOUNT RIGHT NOW.**

Inclosed is an envelope in which we expect to receive your remittance of \$10 or a good reason why it is not inclosed.

Yours very truly,

In letter five the collector appeals to both the debtor's sense of justice and his sense of honesty. This he does in a most positive and firm way: "**YOU WILL KEEP YOUR WORD—YOU MUST MAKE SOME EXPLANATION IF YOU DO NOT PAY THE SMALL AMOUNT RIGHT NOW.**" There is added pressure in the ending: "We expect to receive your remittance or a good reason why it is not enclosed." This becomes especially apparent when one compares this closing with that of letter four.

Letter 6. (Sent out after another ten days or two weeks).

Dear Sir:

Just a final heart-to-heart talk and a few fair questions:

1. Did you order the Master Course in Salesmanship from us several months ago on signed agreement to remit \$10 for the course or return it within ten days?
2. Do you OWE us the \$10 or do you NOT owe it?
3. Have you PAID the bill?—if so, when and how?
4. Do you INTEND to pay the bill?
5. Do you think YOU ought to make good YOUR agreement?
6. Did WE fail in any way to make good OUR part of the contract?
7. Have YOU made good YOUR part?
8. Do you INTEND to make good?
9. WHEN will you do it?
10. Have you decided to REFUSE to pay the bill?
11. Do you think that a court of appeals (either through legal law or the Post Office Department) would uphold US in our claim—or would it say YOU had a right to obtain the course and not pay for it?
12. In ignoring our many requests for settlement of account, does your sense of SQUARENESS tell you that YOU are doing right?

We do not want you to pay anything that you do not owe. As far as our records show, this amount is due us. However, before placing your account in the hands of the Universal Fidelity and Guaranty Company, we desire to give you this opportunity of adjusting this small account.

Here is an envelope for your remittance or reply.

Yours very truly,

The last member of the series! Its opening: “Just a *final heart-to-heart talk* and a few *fair* questions” is fitting and attention-compelling. By means of a series of pointed questions which should stir the reader’s sense of justice, of pride, and of honesty, a last attempt is made to bring the delinquent debtor to terms. His sense of fear is played upon in question eleven which threatens legal action.

III

This series of five units is employed by a department store to follow up woman patrons whose charge accounts are past due. In tone these brief messages, which are neatly typewritten on note-size paper, are tactful; in spirit they are kindly. Nowhere

in the entire follow-up is the reader given the impression that she is being dunned or that the store is not desirous of retaining her patronage. Even the concluding message, the threat that the account will be referred to the credit department for FINAL disposition, is without a sting. The entire series is well suited to the character and view-point of the debtors—women who in most cases are not used to methods of collection and who are often forgetful, if not neglectful, of their business obligations, which to them are often relatively unimportant.

Letter 1. (Time between letters is one week.)

Dear Madam:

Reduction of our expenses enables us to offer you our merchandise at lower prices. One of the largest items of expense in modern business is the cost of carrying outstanding book accounts, and we accordingly request your earnest coöperation by prompt and regular payment of all due balances.

We, therefore, take the liberty of asking your favorable consideration of that part of your account noted below, which is now somewhat past due.

Yours very truly,

Letter 2.

Dear Madam:

Permit us to direct your attention to the past-due balance on your account. Please feel assured that we are not at all apprehensive regarding ultimate payment, but simply desire settlement in accordance with our regular business terms.

Your check in full would be greatly appreciated, but if this should be inconvenient, please send us a substantial portion of the amount indicated below by early mail.

Yours very truly,

Letter 3.

Dear Madam:

You possibly have overlooked our letter calling attention to the past-due conditions of your account. We have been content to let you almost suit your own convenience in paying your account, but now ask that the matter receive immediate and favorable consideration.

Give the account your early attention, please.

Yours very truly,

Letter 4.

Dear Madam:

You have received several courteous requests from us asking for payment of your past-due account, but we have heard nothing from you in

response. You would not like to write letters and not have a reply; neither do we.

Please give this matter your attention in the next few days without fail as it will again come before our Credit Department one week from today.

Yours very truly,

Letter 5.

Dear Madam:

We are at a loss to understand your continued failure either to pay your long past-due account, or to call on us about it. We have been patient, realizing that unusual conditions sometimes prevent one doing all one desires. We wish to do all we possibly can for any of our good customers—and we have always regarded you as such—but at the same time your indebtedness must not be neglected any longer.

The account will come before our Credit Department for FINAL disposition one week from today. We trust you will have remitted before that time.

Yours very truly,

IV

In decided contrast with the two foregoing sets of letters is the installment collection follow-up given below. It is intended for individual business men—debtors who, familiar with collection methods, themselves realize the value of a prompt remittance. The approach in these letters is made in straightforward, man-to-man fashion. Sympathy, fairness, justice, and fear are appealed to in their turn. Again and again is the reader's attention focused on previous reminders: "We trust you will cheerfully comply with this, our SECOND REQUEST"—"You realize, now that I have called your attention to it the THIRD TIME"—"This is the FOURTH TIME we have written to you about your past due payment. . . ." Though a whole in itself, each of these units is a fitting one-sixth of the series.

Letter 1. (Time between letters ten days.)

Dear Sir:

The check you intended to send us for this months' payment, as noted below, has not yet arrived—no doubt forgotten.

Not a serious oversight, of course, but for the sake of uniformity in handling thousands of these small accounts, PROMPTNESS in remitting is GREATLY appreciated.

Don't bother to write a letter—we understand perfectly how such oversights occur—just pin your check or currency to this letter, and mail it back to us.

An addressed envelope is inclosed for your convenience.

Thank you!

Yours very truly,

\$——

Letter 2.

Dear Sir:

You doubtless have our last letter on your desk somewhere expecting to give it attention as soon as you have a moment to spare.

We do not wish to seem unduly insistent about so small a matter as the payment past due on your account, but YOU, as a business man, will readily appreciate OUR position.

If we are called upon to spend even postage to collect each of these small installments, it really works a hardship upon us, as the prices at which these books were sold were figured so closely as to leave no margin for such collection expense.

Therefore, we ask you to make a memorandum on your desk calendar of the other payments in order that they may not slip your mind in the press of more important business and to send us IMMEDIATELY the amount past due.

We trust you will cheerfully comply with this, our SECOND REQUEST, and then we shall not have to trouble you again with reminders.

Yours very truly,

Now due \$——

Letter 3.

Dear Sir:

Mine is a perplexing job.

The editor says, "Don't offend a single business man if you can help it." The sales manager says, "Every man who would want our publications will pay promptly enough if you let him alone." The president says, "Our work is to HELP business men and to counsel them, and you want to handle your collections differently from the usual way of dunning the customers of an ordinary business."

But the fact remains—we are just like every other business house—like YOU; we deliver value and we want money for it. In your case we accepted your order in good faith and entered it upon our books. We promptly sent you the books in accordance with your order, charges prepaid:

So without frills or fancies, I ask you plainly to please send the correct amount to balance your account to date; in all \$——.

You realize, now that I have called your attention to it the THIRD TIME, that you have been letting this account drift along simply because it has seemed too small to bother with. But now that I have spoken to

you plainly, I feel sure that your sense of fairness will prompt you to send your remittance IMMEDIATELY and so make it unnecessary for us to go to further expense in collecting this little bill.

Yours very truly,

Letter 4.

Dear Sir:

Are we not at least entitled to the business courtesy of a reply to our letters regarding your accounts?

This is the FOURTH TIME we have written to you about the past-due payments and so far you have utterly ignored our letters. As every possible courtesy has been extended to you, we are at a loss to understand why you have not only permitted your account to get in arrears, but have even failed to reply to our several requests for payment in accordance with the terms of your contract.

In this contract which you signed, and which is legally and morally binding, you agreed to comply with the terms herein specifically mentioned and which in part call for regular monthly payments.

You owe \$—— at this time to cover the installments which are past due.

As a business man you surely realize that we cannot permit the present delinquent condition of your account to continue; and unless we hear from you at once, we shall, with reluctance, be compelled to take other steps for our protection.

Yours very truly,

Letter 5.

Dear Sir:

Are you going to compel us to adopt legal measures to collect our little account? I certainly hope not.

My personal attention has been called to your continued delinquency and your utter disregard of all communications addressed to you on the subject and, candidly, I am surprised at your attitude.

When we accepted your order we believed you to be thoroughly responsible. Our part of the agreement entered into with you has been faithfully performed, and it is only right that you show the same regard for your obligation as we did for ours.

We have given you every opportunity to accord us reasonable and fair treatment and as you do not appear to be so disposed, we believe that we should be justified in placing the account with our attorneys, although we heartily dislike the idea of bringing upon you the undesirable publicity and cost of a lawsuit.

Neither the person who is well-to-do, nor the individual less fortunate financially, can afford to have a judgment and costs rendered against him;

consequently in justice to yourself as well as to us, it behooves you to settle your account immediately.

Yours very truly,

NOTE. This letter is signed by the Collection Manager.

Letter 6.

Dear Sir:

This is to advise you that if you do not adjust your account within 10 days, or make some arrangement for the settlement of it, we shall, with regret, be compelled to place the matter in the hands of our attorneys without further notice to you.

Your balance is \$_____.

Yours very truly,

V

Two letters to retail merchants.

Retail dealers are business men. As such they know well just how failure to pay is likely to affect both the business of the man who is withholding the money and that of the man from whom it is so withheld. Some merchants there are of course in the small towns and rural districts whose limited knowledge of business methods and affairs must be broadened by timely information and who must first be educated to the value of paying their bills on time.

Since the appeal to sympathy makes it easy for the debtor to come back at the creditor with the statement that *his* needs are more pressing and therefore more deserving of an extension of time than the firm's, it is ordinarily regarded as the least effective appeal in letters of collection. Occasionally, however, such an appeal, if rightly phrased, is productive of gratifying results:

Dear Sir:

"Many hands make light work."

Think of one man

Having to pay

\$10,000 cash.

Looks hard—doesn't it?

Then think of
500 men paying the same sum—
Small amount each—looks easy.

IS easy.

We have to raise

\$10,000 within a week.

Need help—

Won't you please
Look up our statement?
And "lend a helping hand?"

Thank you.

Yours very truly,

Your account's _____.

The following letter is illustrative of a final collection appeal to a retailer. It is direct in language, firm in tone, and positive in spirit. Moreover, it makes a vigorous, definite threat which few business men can afford to ignore. At the same time, the writer shows the reader a possible way out of the present difficulty by suggesting a reasonable payment, "should you find it impossible to pay the whole bill."

Dear Sir:

Neglect of any bill is a serious matter in present day business. Your neglect of your account for \$ _____ calls for a hint that I think you'll undoubtedly appreciate.

You must know that the Manufacturers and Jobbers of the country have effected an organization for mutual protection, through which the standing and rating of their customers is given. When a man refuses to pay a just claim HIS NAME IS PASSED AROUND among the members of the Association. You must know that.

This puts us in a very embarrassing position regarding your delinquency. We know that a REPORT to this Association is a step you would take EVERY PRECAUTION TO AVOID—as such a humiliating record would be intolerable to a man of your recognized standing.

Yet our obligation to this Association forces this report from us as soon as an account reaches a certain age on our books. We have no choice whatever, much as we would prefer it to be otherwise in your particular case. Now the time has come when we must make this REPORT in the event of any delay on your part after_____.

A reasonable payment, should you find it impossible to pay the whole bill, will relieve both you and us.

Do not fail to realize that a very prompt reply is necessary. Write us WITHOUT DELAY telling just what you are prepared to do.

Yours very truly,

P. S.—To make sure this is brought to your personal attention I take the trouble to send this letter by REGISTERED MAIL—and I look for your reply *AT ONCE*.

VI. A SERIES OF LETTERS TO MERCHANTS¹

Study carefully the five appeals for money, given below. They are well worth your time and thought. Used by a manufacturer of electric household specialties when writing to merchants, druggists, and department stores, these letters were exceptionally successful in bringing in the money promptly. Their unusually effective human appeal was doubtless responsible for their success. So direct is their message—a vivid appeal to fairness, justice, and honesty—that the reader finds it hard not to reply at once. Each of the five letters is complete in itself.

1.

Won't you sit down, open your heart, and tell us why you do not pay our invoice?

This letter is not a dun—I hate the word—but you must have a REASON for not sending us that check which is due, according to our records.

In our dealings you will find us WHITE.

Please tell us now.

2.

Letter two is the most successful of the series. In 50% of cases no further letters are required.

No answer to our note.

You're there—we're here: A long way between. Yet all distances are the same to this little red stamp [a 2¢ stamp is put here].

If you haven't broken your leg, had a fire, or got married, and can't send us our money, tell us the BIG REASON, and you will find us friends.

How about it?

3.

Washington's picture didn't come back with REASON or CHECK.

So far your friends have given us to understand you would pay. We do not know whether you have died or joined the Allies.

Honestly, that sale wasn't all profit; so help us save what there was before the interest eats it up.

¹This series appeared in the December, 1917, issue of *System*, and is here reprinted by permission.

In other words,

PLEASE REMIT NOW.

4.

If you don't intend to pay, stall us off, or give us a reason, why not be a frank American and say so?

Be courteous enough to append a few cutting remarks about how mean we have treated you. We sent you a stamp a long time ago.

Really, I'm tired of seeing the old account every morning—it gives me the peeweas.

Come on now—be a sportsman.

5.

In four other letters, we asked you to please tell us why you do not pay our account. We even sent you a stamp for reply.

On ———, we shall place this account with ——— for collection and will notify other mercantile agencies of the delinquency of this account.

We dislike to do this very much, but you leave us no alternative, unless you pay in the meantime. We hope for your sake that this step will not be necessary, as we do not wish to see your credit standing affected in this way.

We urge you to consider the matter with a view of making immediate settlement.

PROBLEMS IN COLLECTIONS

1. The manager of the Snowwhite Laundry of your city has asked you to prepare a series of collection forms and letters suitable for his business. The system is to consist of two formal notifications and three personal letters, the last of which is to be a threat.

The first notification is sent to customers whose accounts are four weeks past due. The second notification is sent to customers whose accounts are six weeks past due. The first personal letter is sent to customers whose accounts are eight weeks past due. The second personal letter is sent to customers whose accounts are nine weeks past due. The third personal letter—a threat—is sent to customers whose accounts are ten weeks past due. In addition to these collection forms and letters, itemized statements are sent out regularly on the first of the month.

The forms and letters of this series are to be sent to persons who have charge accounts. Their credit rating is good, but they are slow in meeting their obligations. In no case does the balance of a charge account exceed the sum of fifty dollars.

Prepare the two forms and the three personal letters.

2. On March 15, William Beck, druggist, Orcutt, California, bought of the Penthony Wholesale Drug Company, Los Angeles, California, drug

supplies to the amount of \$85.89 on thirty days' credit. On April 27, Mr. Beck's drug store and contents were destroyed by fire. He has asked the Penthony Wholesale Drug Company for an extension of time on his debt.

Write the answer to this letter granting request for extension of time.

3. Assume that you are the credit man for the Penthony Wholesale Drug Company. You have just learned that Mr. Beck will receive his fire insurance money about July 7. Prepare a collection letter, making use of this fact.

4. On December 16, 19—, Maximilian Nickell, 2220 Dwight Way, Long Beach, California, bought clothing from Chalfant Brothers, a men's clothing store, 891 Broadway, Pasadena, California, on thirty days' credit.

Mr. Nickell has disregarded this firm's statements of January 1, and February 1, and also its printed reminders of March 1, and March 15. It is now April 1. Mr. Nickell is "slow pay," but this is the first time you have found it necessary to write him a personal letter. He is a wealthy and influential man—a valuable customer, whose trade you must retain, if at all possible.

Write him, demanding immediate payment.

5. The "DO IT NOW" Society of your school finds it difficult to finance its affairs properly because of lack of funds due to slow collections. Its annual dues of \$3 are payable strictly in advance. Just now its running expenses are exceptionally heavy.

Write a letter to those members of the society whose accounts are past due in order to get them to pay their dues at once.

6. Consider carefully the contents of the correspondence in the following case:

A.

SPECIAL DELIVERY

Detroit, Michigan,
November 12.

Smith Grocery Company,
21 St. James St.,
New Orleans, La.

Gentlemen:

We acknowledge receipt of your remittance of November 10, amounting to \$1,428.67. The amount of this remittance is a great disappointment to us.

As you are undoubtedly aware, you are quite heavily indebted to us and, while we want to go as far as possible in accommodating you, we are afraid we cannot go as far as you would like.

Your check for \$1,428.67 did not even clean up the past-due items on your account. These, including what is due today, amounted to \$600.73

more than the amount of your check; so at this writing you are past due that amount. In addition, you will have invoices coming due next week as follows:

September 14.....	\$156.28
15.....	65.13
16.....	88.05
19.....	59.32
20.....	2418.25
	2787.03
Past due to November 12, Inc.....	600.73
Total due to November 20, Inc.....	\$3387.76

We feel that in view of the fact that you have taken extra time on a good many items in the past, you should now anticipate on the above bills and let us have a check to clean them up, which is necessary to put the account in satisfactory shape.

We trust you will appreciate the urgency of this and will send us a check Monday—and we ask that you kindly wire us at our expense on Monday, advising that you are doing so.

Very truly,
(Signed) FRANKLIN BAKING POWDER CO.

B.

TELEGRAMS

Detroit, Michigan,
November 14.

SMITH GROCERY COMPANY,
NEW ORLEANS, LA.

HAVE RECEIVED NO TELEGRAM REGARDING ACCOUNT
PLEASE WIRE OUR EXPENSE IMMEDIATELY IMPORTANT
YOUR CHECK BE MAILED TODAY

FRANKLIN BAKING POWDER CO.

New Orleans, La.
November 14.

FRANKLIN BAKING POWDER CO.
DETROIT, MICHIGAN.

REPLYING TO YOUR WIRE WILL MAIL ANOTHER CHECK
IN FEW DAYS ACCOUNT IS NOT VERY OLD

SMITH GROCERY COMPANY.

Detroit, Michigan,
November 14.

SMITH GROCERY COMPANY,
NEW ORLEANS, LA.

REGRET VERY MUCH YOUR TELEGRAM NOT SATISFACTORY
ARGUMENT THAT ACCOUNT NOT VERY OLD MISSES THE
POINT MUST HAVE CHECK IN MAIL WEDNESDAY FOR
AMOUNT GIVEN IN OUR LETTER TO PUT ACCOUNT IN SATIS-
FACTORY SHAPE PLEASE WIRE US THAT THIS WILL BE
DONE IF NOT RECEIVED BY THURSDAY MUST MAKE DRAFT

FRANKLIN BAKING POWDER CO.

FRANKLIN BAKING POWDER CO.,
DETROIT, MICHIGAN.

WILL MAIL CHECK MONDAY KEEP YOUR SHIRT ON
WHAT'S THE OCCASION FOR SO MUCH SPEED YOU MUST BE
AWFULLY NERVOUS WILL CUT OUR PURCHASES DOWN TO
SUIT YOUR IDEAS

SMITH GROCERY COMPANY.

C.

Detroit, Michigan,
November 15.

Smith Grocery Company,
New Orleans, La.

Gentlemen:

We acknowledge receipt of your telegram of this morning in which you advise that you will mail us check next Monday. This is a little later than we had hoped, but we will consider it satisfactory.

It has not been our intention to push you unduly, but we will say to you frankly that we have been giving you a longer line of credit than any other jobber in the United States.

When the writer took this position recently, he was called before the Board of Directors and instructed to cut down credit lines and our correspondence has been in line with their ideas.

We appreciate your patronage and the amount of business that you have given us. We feel that it will be more businesslike for both of us if you will turn your account often. A firm with your standing and business ability should discount or, in any event, pay at maturity and not let accounts go past due.

If it will be any accommodation to you, we shall be glad to make you the following special arrangement, which we are not making any one else: We will accept your check in 30 days from date of invoice and allow 1% cash discount.

We have accounts with some 4000 jobbers and you can readily see the amount of capital we would have tied up in our Accounts Receivable if we extended to all of them a long line of credit and they let their bills go to maturity or longer.

Your coöperation in this matter will be appreciated.

Very truly,
(Signed) FRANKLIN BAKING POWDER CO.

D.

New Orleans, La.
November 15.

Franklin Baking Powder Co.,
Detroit, Michigan.

Gentlemen:

Cashier calls the writer's attention to your wire of yesterday in regard to our account. In looking the matter over, Gentlemen, we find nothing over 60 days old and frankly we think you are stepping on the gas a little too strong. By Heck, we sell Baking Powder on 60 days and it certainly seems that you have very little kick coming if we take 60 days on our account. Anyway we are not going to run away. Save your telegrams and we will pay you in a reasonable time. Cashier will send you another check next week.

As to the amount of our account, we are astonished that you would think it was very large. Frankly we will say to you that we have lines of credit with our local banks the full limit, ten per cent of their capital stock and surplus. We have been in the grocery business in New Orleans all our lives, all of which you know full well. Think we shall try your telegram stunt to collect some of our bills. If it stirs up our customers as badly as it stirs us up, it might be a good stunt. By George, you are a hot collector.

Since cotton dropped off, collections have dropped off too in this territory.

Yours very truly,

Your problem is to prepare a reply today, November 19, to letter "D," that will bring a check for the total amount asked for on November 12, \$3387.76, without in any way affecting the pleasant relations existing between these two firms.

In your letter enclose a statement of past-due items that were open on November 9. If necessary, you can furnish duplicates of any invoices that are necessary to support these items.

Invoices of September 14, 15, and 16, amounting to \$309.46, are past due now; invoice of September 19, for \$59.32, will be due tomorrow. These items added to the statement amount to \$2790.62, against which customer remitted \$1821.11. In other words, there is past due \$969.51 and the 60 days on invoice of September 20 will be up November 20, so that on

November 21 there will be past due an additional \$2418.25, making a total of \$3387.76, which is the amount asked for in the letter of November 12.

Write the letter.

7. You sold a well-known business man of your city, whose credit is unquestioned, a year's subscription to a magazine. When sending the original order he agreed to remit \$5 on receipt of bill. You have sent him two bills and three follow-up letters without result.

Your task is to prepare a letter that will collect the amount due and still retain the subscriber's friendship.

8. You publish a well-known magazine; the subscription of one of your readers—a subscription for one year, for which he paid promptly—has expired, and you have sent him at intervals of ten days two printed notices and then four follow-up letters without getting any response whatever.

Write a last letter which will either secure remittance for a year's renewal or obtain a response to justify the removal of the subscriber's name from the list.

9. You have sent books valued at \$5 each, for five-day free examination to persons who answered your magazine advertisement. The agreement stipulates either the return of the book within the five-day period or the payment in full of \$5.

(a) Write a letter for the purpose of inducing persons who have kept the book longer than five days without paying for it, to remit at once.

(b) Suppose you had sent three follow-up letters at intervals of ten days to a customer who kept the book without remitting for it. He now writes that he wants to return the book because he does not like it. How would you handle this case by letter?

10. As correspondent in the credit department of F. Kidder's Linen Store, 78 Lincoln Place, Chicago, Illinois, you are asked today, April 13, to write a personal collection letter to Mrs. Lovessa Catchall, 25 Yale Avenue, Chicago, Illinois.

Mrs. Catchall has paid no attention to two printed notices and one personal letter. Write her the second personal letter. Be courteous but firm.

11. Carl Moru, Roosevelt, Wyoming, agreed to purchase some seed for your firm, the Roseville Seed Company, your city. Since he was unable to finance the prospective transactions, you deposited \$1,000 in his bank to be drawn on by him only for seed purchases to be shipped to your firm.

You fail to hear from him after he has shipped you about \$600 worth of seed. Your letters are returned "Unclaimed, party removed and left no address." You finally succeed in locating him in Berlin, Canada.

Your problem is to write a letter to Moru that will secure the \$400.

12. Robert Shirley, La Grande, Oklahoma, has been a customer of the

Roseville Seed Company, your city, for several years. Up to about three months ago he has paid fairly promptly. He now owes the firm \$350.

The third collection follow-up letter to the customer brought the reply that, though willing to pay, he was unable to do so because collections are very slow with him just now. He asks for 60 days' more time.

Write him a letter that will bring the money and still retain his good will.

13. Assume that the following correspondence is turned over to you, the assistant credit manager of the *Missouri Farmer*, Macon, Missouri, for immediate attention:

A

Macon, Mo.,
June 11.

Mr. Frank Hocken,
Montevideo, Mo.

Dear Sir:

This will acknowledge with thanks the receipt of your check for \$90.00 in payment of the statement enclosed. This check with your notice of cancellation was received on June 9, and of course your card had already appeared in the June 1 issue of the *MISSOURI FARMER* and the June 15 issue was already on the press and partly run off so that cancellation could not be made before the July 1 issue of the *MISSOURI FARMER*.

I am enclosing a statement for the balance due us. This includes charge for two insertions since our May 15 statement and the difference in rate between what you were paying under your contract and the charge for an open order. Under our yearly contract rate, we have been billing you at \$4.50 per inch, but the cancellation of your contract of course turns your order into an open order for which the charge is \$5.60 per inch. You have run a total of twenty-two inches and the difference would be \$1.10 per inch or a total of \$24.00, which is included in this statement under short rate.

May we receive a remittance from you at your early convenience to bring this account up to date?

Very truly yours,
(Signed) The *MISSOURI FARMER*.

B

August 13.

Mr. Frank Hocken,
Montevideo, Mo.

Dear Sir:

We are calling your attention again to the balance of \$33.20 still due us for your *MISSOURI FARMER* card advertising after cancellation of your account.

This is considerably overdue now, and we wish you would give the matter your attention at once, sending us your check in the inclosed, stamped envelope.

Very truly yours,
(Signed) THE MISSOURI FARMER.

C

September 8.

Mr. Frank Hocken,
Montevideo, Mo.

Dear Sir:

We wrote you under date of June 11, explaining the balance of \$33.20, still due us for Missouri Farmer card advertising.

We also wrote you on August 13, calling your attention to this balance, but so far you have not even granted us the ordinary business courtesy of a reply to our letters, and this places matters in a very unsatisfactory condition.

All of this correspondence seems to be unnecessary as we are perfectly willing to make terms of payment agreeable to both of us if you cannot meet the full amount at once. However, we must come to a definite businesslike arrangement for each payment and this we must insist upon doing.

Unless we hear from you within the following week, we will draw a sight draft on your for that amount. However, if such action will affect your local credit and you wish to settle in some other way, please advise us before September 15.

Yours very truly,
(Signed) The MISSOURI FARMER.

D

Macon, Mo.,
Sept. 15.

Mr. Frank Hocken,
Montevideo, Mo.

Dear Sir:

As we have explained in several previous letters, there is a balance of \$33.20 still due us for your live stock advertising.

If there is any question as to the accuracy of this account, will you kindly write us at once and tell us just what point is not clear to you? This account is considerably past due and we have not heard from you in regard to it in spite of our correspondence.

We realize that this is a very busy season of the year for you and this, no doubt, accounts for your having overlooked it. However, we are forced to collect all of our outstanding accounts as they become due as we have to pay cash for supplies which we are purchasing now. You will agree

that it is no more than reasonable to ask our advertisers to meet their obligations as they become due and I hope that you will give this matter your attention while you have it in mind.

Yours very truly,
(Signed) The Missouri Farmer.

In answer to letter "D" Mr. Hocken writes that he had previously requested a certain position for his ad. Although your firm does not sell preferred positions you find upon investigation that your fieldman, E. Ellison, promised advertiser such a position and a clerk in your office acknowledged the agreement. Through an error preferred position was not given this ad. In view of this mistake on the part of your firm, customer now refuses to pay the balance of \$33.20. Frank Hocken is an old customer of the firm.

Write a letter that will solve this problem satisfactorily.

14. As manager of the credit department of the Wm. T. Runzler Manufacturing Company, your city, write a collection letter to E. F. Ohlendorf, Bingham, Utah, who bought a \$50 Gem Stove, agreeing to pay for it when he received his salary check. He has failed to pay the debt. His monthly salary is \$200.00. He bought the stove three months ago.

15. The Carola Music Shop, of which you are the owner, sold a Victrola to Jose Fonteille, a laborer, your city, on the installment plan. He now owes you \$15 on the instrument. You have received no reply to your notices and letters.

Write a threat.

16. You are a member of the credit department of McFarley & Johnson, 68 Glover Place, Detroit, Michigan, a firm selling electrical supplies to dealers. You sold a bill of \$369 to Burton E. Glover, Ann Arbor, Michigan, on January 5. Terms were thirty days net. It is now April 1, and he has apparently disregarded your statements and printed reminders. His credit is good. Write him a personal letter.

17. Criticise; then rewrite the letter given below.

Dear Madam:

How do you like your last goods purchased from us on January 2? They are of a pretty good grade, aren't they?

We haven't heard anything to the contrary, so we are assuming that they pleased you.

Two different times we sent you statements of your account but perhaps "Mr. Waste Basket" was hungry and devoured them. We are wondering, what will happen to this letter. Don't let him get this one!

Just reverse matters this time and feed us a remittance of \$124.87. We are hungry too.

Yours very truly,

18. L. Dinkelbach Company, dry-goods and notions, your city, received a check for \$272.67 from A. T. Wallen, 1698 Main St., Reno, Nevada, in payment of a bill amounting to \$273.01.

Ten days ago they called customer's attention to the shortage of 34¢ on this bill. The charge, however, is still unpaid.

The following note is stamped in blue on all bills, statements, and stationery of Dinkelbach Company:

"When accepting checks from firms of known standing, we do so with every confidence that errors, which may be discovered in remittances, will be adjusted promptly on request."

Your problem now is to write a letter to A. T. Wallen that will bring payment of the thirty-four cents.

19. The following collection correspondence is turned over to you for final settlement:

A

Seattle, Wash.,
November 20.

Mr. Henry Halbur,
Alsea, Oregon.

Dear Sir:

May we call your attention once more to your unpaid advertising account of \$28.00 which became due on September 15?

We assure you we shall greatly appreciate your prompt attention to this matter as your account is now considerably past due.

Yours truly,
(Signed) WASHINGTON DAIRY FARMER.

B

Seattle, Wash.,
December 11.

Mr. Henry Halbur,
Alsea, Oregon.

Dear Sir:

I am writing you again to call your attention to a balance of \$28.00, which is due for your WASHINGTON DAIRY FARMER Sale advertising.

As a completely itemized statement of your account was sent you on September 15, I presume there is no question as to its accuracy and I wish to assure you that an early remittance to meet the obligation will be appreciated.

Owing to the present money situation, it is necessary for us to keep

our outstanding accounts at as low a figure as possible in order to meet our own bills on the first of each month as they come due.

I am sure you will understand the urgent necessity which has made it necessary for us to write you again in regard to your account.

Yours truly,
(Signed) WASHINGTON DAIRY FARMER.

C

Seattle, Wash.,
January 21.

Mr. Henry Halbur,
Alsea, Oregon.

Dear Sir:

We are surprised that you do not answer any of our communications about your live stock advertising account.

The amount of your account in WASHINGTON DAIRY FARMER is \$28.00. It was due September 15, and in addition to the statement sent you at that time, we have written you four letters.

Now this account is not large. It is several months overdue and we must insist that you give it immediate attention. You certainly can afford to write us about the matter rather than to ignore all our communications. We inclose a stamped, return envelope and shall be looking for a letter from you within the next few days.

Yours truly,
(Signed) WASHINGTON DAIRY FARMER.

About ten days have passed since customer was sent the last letter. You are now asked to write letter "D."

Note: Henry Halbur is a well-to-do rancher, but very slow in meeting his financial obligations.

20. Your task is to make a written analysis of the following letter with the purpose of setting forth its strong and weak points:

Dear Madam:

Do you know, you've puzzled me.

You said you wanted HOUSEWIFE—eleven issues for \$3.00.

You said we were to bill you in due course.

We've sent you the first several issues of the magazine.

We've also sent your bill.

And_____

You've not replied.

Our experience with charge customers has been so satisfactory in the past that I feel there must be some reason at the back of your case that I don't

understand. So I'm taking the matter out of the hands of our collection department and writing you this personal letter.

Have we failed you in any way? If not—you aren't going to fail us
 Are you?

Very sincerely,

P. S. Just return this letter with your check.

21. Criticise; then rewrite properly the following letter:

Dear Sir:

Do you remember Job? He said: "All my appointed time will I wait until my change comes." He waited—and his change came.

Neither Job, nor any one else, past, present, or future will outdo us in patience. We have already waited our appointed time for your remittance which has not yet come, but we know it will, and we trust, soon.

Now please do not wait to see what our next letter is like. This is the longest letter we have ever written, and if another one is necessary, it would have to be short and urgent, as we are very busy, and need the money.

Truly yours,

22. Assume that the following case has been handed you for final disposition:

A

Mr. Wilson Dart,
 Windy Valley, Kansas.

Wawco, Kansas,
 September 15.

Dear Sir:

It is necessary for you to give your attention to your unpaid balance of \$54.00 for your KANSAS AGRICULTURIST card advertising. Half of this amount has been due for over six months now and the other half became due July 15. We have written you repeatedly in regard to the former half, to which you have never granted even the courtesy of a reply.

We wish to advise you that we cannot carry the present account along as indefinitely as we did the other and that it must be met according to the terms of the contract.

Please do not neglect this matter any longer.

Very truly yours,

(Signed) KANSAS AGRICULTURIST.

B

October 6,—

Mr. Wilson Dart,
 Windy Valley, Kansas.

Dear Sir:

We are again calling your attention to your unpaid advertising account,

and so far have not received a reply to any of our letters. Consequently, we have no idea why this obligation was not met when it came due.

You will understand, I am sure, that we cannot allow the account to be carried along in this indefinite way and that it is necessary for you to give the attention which it deserves. At this season of the year, it is especially necessary for us to hold our outstanding accounts at as low a figure as possible because of our unusually high running expenses.

It has even been necessary for us to borrow money to pay our bills on the first of each month as they came due because our advertisers have not met their obligations when we had a right to assume that they would.

While we wish to be of assistance to all our advertisers, we feel that we have extended more than ordinary consideration and that further allowance of credit would be an unreasonable encroachment on our good nature. Therefore, unless you do give the matter immediate attention, we will turn the account over to our attorney instructing him to take whatever means are necessary to secure its collection. Such action is as unnecessary as it is disagreeable to both of us, and you will avoid the expense and embarrassment of such a procedure if you remit to us at once.

Very truly yours,

Not having received a reply to letter "B," you are asked today, October 15, to collect this money by means of a telegram.

Write the telegram.

23. Criticise the following series of collection letters and write a better series to take its place:

A

We wish to call your attention to our invoice of April 3rd amounting to \$124.60, for which we would appreciate your remittance at this time.

Thanking you very kindly in advance for your prompt attention to the above, we are

Yours very truly,

B

We wish to again call your attention to our invoice of April 3rd, amounting to \$124.60. As this account is somewhat past due, we would ask that you kindly favor us with remittance by return mail.

Trusting that you will give the above account your prompt attention, we are

Yours very truly,

C

You know that in practically every line of business there is a certain amount of fixed expense which involves a cash outlay, and we feel, therefore, that you, as business men, will not object to a polite and frank request for payment of an overdue account.

If you cannot pay your account, amounting to \$124.60, in full at this time, we would appreciate your remittance for part of the amount with approximate date for payment of the balance.

Yours very truly,

D

We are trying to avoid getting impatient over your delay in settling your account amounting to \$124.60. This amount is considerably past due, and your failure to answer our letters (all of which we believe have been polite) has been very annoying as well as discourteous. If you cannot pay the account in full, we should be pleased to be favored with your remittance for part of the amount with approximate date for payment of the balance.

Trusting that you will give the above your prompt attention, and with kindest regards, we are

Very truly yours,

D1

We have written you several times regarding our invoice of April 3rd amounting to \$124.60, but as yet have received no reply, and unless we receive remittance within the next few days or advice as to why you cannot take care of the account at this time, we shall draw sight draft for this amount.

Thanking you very kindly in advance, and assuring you that a remittance at this time will be appreciated, we are

Yours very truly,

E

As per our letter of _____, we are today drawing sight draft on you covering our invoice of April 3rd amounting to \$124.60, and would ask that you kindly honor our draft promptly on presentation.

Thanking you very kindly in advance for your prompt attention to the above, we are

Yours very truly,

F

Our draft of _____ for \$124.60 covering our invoice of April 3rd was returned to us unpaid.

As we know of no reason why our draft should not have been taken care of promptly, we must insist on settlement of the above account by return mail or we shall be obliged to take other means to collect.

Trusting that you will give this account your immediate attention and not force us to take further action, we are

Very truly yours,

G

We seem to have exhausted every friendly means in urging a settlement of your account, and you leave us but one course; namely, to place the matter in the hands of our attorney for collection. This we shall have to do, with reluctance, unless we hear from you with a remittance for at least part of the account within the next ten days.

Trusting that you will give the above your prompt attention, and avoid the necessity of our taking further action in the matter, we are

Yours very truly,

H

This is to advise you that we are today turning over to our attorneys for collection our account against you amounting to \$124.60 covering our invoice of April 3rd.

The above action is as per our letter of _____.

Yours very truly,

COLLECTION LETTERS FOR ANALYSIS

24. The following form letters are used by a department store when writing to women. Analyze them.

- (a) We respectfully request consideration of your account noted below. As a part of it has now exceeded our usual terms, a remittance is courteously requested.
- (b) Permit us to call attention to your account noted below. If convenient, will you kindly send check in settlement for the past due balance. We assure you we shall appreciate it.
- (c) As we have not received payment of your past due account, nor reply to our request, we are again calling attention to the matter. Please favor us with check by return mail.
- (d) You have been granted several extensions on your account, which is now long past due. Our terms contemplate payment in full each month. Is there any unadjusted complaint which is causing you to withhold payment? If not, we courteously insist that you send check at an early date for payment of the past-due portion of this account.
- (e) We have had quite a little correspondence with reference to the past-due condition of your account. You have made some payments, which are appreciated, but still the account is long overdue. Therefore, we write you again and earnestly ask that you make payment of this old balance very promptly.

The letters printed below are intended for retail customers:

25. (a) Part of your account as noted below is somewhat past due.

If you can conveniently send us a check in payment, the courtesy will be appreciated.

- (b) Your attention is asked to that portion of your account which is somewhat past due.

However, now that the matter has been brought to your attention, you will doubtless forward check by early mail.

- (c) Possibly you have not realized that all the purchases charged to your account since are still unpaid. The remittances you have sent since that time have applied to your purchases prior to that date.

We wish to extend to you every possible courtesy in appreciation of your patronage, but our terms are payment in full each month, and we respectfully insist upon their observance. We accordingly ask that you send check in payment of this account at once.

- (d) We are disappointed that you did not reply to our request for payment of your past-due account.

If there is any good reason why you are unable to meet this obligation at the present time, please let us know at once what it is.

We await your reply with interest.

- (e) Your response to our repeated requests for settlement of your long overdue account has been quite disappointing. We wish to be fair and considerate of any difficulties you may have. Have you looked at our side of it in the same light?

If you realize that you have not paid for goods sold to you on thirty-day terms several months ago, we think you will concede that we have been exceedingly considerate and that we are entitled to be paid without further delay, expense or trouble. Send us a substantial remittance at once, please.

26. (a) We should greatly appreciate a check for your account as noted below, a part of which is now somewhat past due.

Thanking you for your consideration of the matter at this time, we remain,

- (b) Our customers appreciate the fact that we do practically all our collecting by mail. We are sure that mailing a check is much more satisfactory to you, than having a collector call.

Will you kindly send us remittance by early mail to pay the following account and greatly oblige us?

- (c) Never before in the history of modern business has prompt settlement of accounts been so necessary as now. Much as we should like to grant indefinite credit terms, we are compelled to insist on your making regular and prompt monthly

settlement of your account. As noted below, it is already considerably past due.

Give the matter your early attention, please.

- (d) As we have received no remittance on your account for several months it would seem that you have been withholding payment until you could send us the whole amount. If such is the case, kindly send a substantial check on account by return mail, and we will grant the necessary extension on the remainder.
- (e) You have not replied to our request for payment of your account. Possibly you have been too busy to take time to write us. Therefore we have written a letter for you, and all we ask you to do is to mark it correctly, sign, and mail in the enclosed envelope.
We have tried to do our part.
Will you do yours?
27. (a) The business world is undergoing readjustment these days. The pace is faster. Old methods are giving way to new. This is particularly true with regard to credit matters. We should like to continue the old, easy-going, indefinite credit terms, but find ourselves compelled to keep step with the new order. We accordingly ask our good patrons to observe promptly the modern thirty-day terms.
A memo of your account is noted below.
- (b) The Manufacturers and Importers from whom we buy, strictly insist that we pay for our purchases in thirty days.
We in turn ask our good patrons to kindly help us along the same lines by letting us have their remittance promptly each month for the previous month's purchase.
- (c) The increased cost of our merchandise, as well as our large investment in fresh stocks, has taken up a considerable portion of our working capital.
Under these circumstances we cannot permit our money to be tied up in overdue accounts. Your account as noted below is considerably past due. Give it your immediate attention, please.
- (d) Our invoice of showed a balance of \$ due us at that time. Since then you have favored us with remittances totaling \$ which leaves a balance still unpaid of \$ on that account.
In the meantime you have made additional purchases which bring the present balance of the account to \$. You will readily see, therefore, that all your purchases since are still unpaid.
We wish we might be able to allow these extended credit terms,

COLLECTIONS

but present day conditions make it necessary for our patrons to pay their accounts very much more than this.

Kindly let us have your check by early mail for at least a substantial part of this account.

- (e) Do you realize how the failure to pay your account when due affects your credit standing? On the other hand, promptness in the payment of your account is a CREDIT BUILDER. Your current bill should be paid promptly. If there is a reason for delay we are entitled to an explanation. Below we give you a memorandum of the state of your account.

28. Individual collection letters for criticism and revision:

(a)

Dear Sir:

Inclosed we hand you statement of your account, which, we feel confident, has escaped your attention.

Now that we have brought it to your notice, we hope to receive your check within the next five days, and for which we thank you in advance.

Yours very truly,

(b)

Dear Madam:

We are again compelled to write you regarding your account, which, you will admit, is long overdue.

Being one of our old and valued customers, we allowed you to charge goods this past month, regardless of the balance owing of _____, all of which represents December and January purchases.

Kindly favor us with a substantial remittance on this account between now and the 10th inst., in order to place your account in proper shape.

Your immediate attention to this matter will be appreciated.

Yours respectfully,

(c)

Dear Doctor

We are well aware that you have been more than busy during the past epidemic, and unable to give your own affairs much thought, endeavoring to save the lives of others.

However, now that folks are getting back to health (that is, the majority of them), please get out your check book and write us one for _____, this being your October balance. Thanks.

Yours truly,

29. Make a written analysis of the following collection letter to a dealer:

Dear Sir:

Up to this time we have failed to hear from you in answer to our statements, notices, and letters. We do not understand your attitude, and we would therefore thank you for a prompt explanation.

Complying with your urgent request of March 16, we gladly gave your order the utmost care and attention. We saw to it that the goods reached you in first-class condition and *on time*.

Could we have done any more to fulfill our part of the agreement into which you entered on March 16? If so, you failed to tell us about it. But what about your part of the agreement?

The fact that you are the exclusive agent for our famous tires has not only resulted in your getting a high-class clientele, but it has increased and is increasing your profits every time you sell one of our tires.

We do not believe that you want to lose these advantages by compelling us to withdraw the agency from you because of your failure to pay promptly. There is only one means by which you may continue to enjoy them, and that is by sending us that check today.

Very truly yours,

CHAPTER X

THE SALES LETTER

GENERAL ASPECTS OF THE SALES LETTER

Its Advantage and Opportunity

The sphere of usefulness of this silent salesman is constantly being broadened and intensified. There is hardly a commercial organization for which the letter cannot be made to accomplish an important part of the sales work, or even all of it. And yet, in spite of its popular, universal application, even today, when direct-by-mail selling has become so useful, there can be found numerous firms entirely in the dark in regard to the business-bringing possibilities of the business letter and the wide range of uses to which it, and especially the sales letter, may be put.

Various factors combine to make the use of personal, written selling appeals often more effective and desirable than the employment of personal salesmen: The entire cost of the letter in material, time, and preparation is only a fractional part of the traveling man's salary and expenses. A concern whose sales to retail dealers in 1921 were over \$20,000,000.00, makes this statement regarding the value of direct-by-mail selling: "They say it costs ten per cent to sell the average line handled through road men. When one sees how many of these clever gentlemen call on the same buyer in a day's time, it is easy to believe that estimate is none too high. We have no traveling salesmen. Our entire cost of selling goods through printer's ink is *less than three per cent.*" Its well-timed calls may be made frequently—persistently. In many instances this important little messenger—the red postage stamp its only, but welcome passport—need not wait in any anteroom for an interview: the written communication gets prompt attention. Moreover, if its recipient should happen to be "out" or "too busy," the letter can wait patiently for a hearing. Such delay, which might easily embarrass a salesman, neither increases the cost nor limits the force of the written appeal.

Another advantage—even if the silent salesman is made to call often and at short intervals, he is not likely to offend or make himself obnoxious, as, for example, an over-ambitious book-agent. More important still, the business man who sends out written selling appeals absolutely controls every minute detail that enters into their production from their pleasing, attention-commanding appearance clear through to their expression of a cheerful mood, to their logical presentation of winning talking points, and to their last suggestive urge to immediate and favorable action. Then, too, the effort put into these letters may be made the combined efforts of more than one writer.

So pronounced has been the general improvement and so large has grown the number of sales letters which daily contend for attention at the busy office and at the quiet home that their preparation is demanding uncommonly strict and exceptionally painstaking observance of the fundamental principles of effective business English and wide-awake salesmanship.

Its Direct, Personal Appeal

The advertisement—printed salesmanship—makes a general class appeal. The sales letter—personal, written salesmanship—makes an individual, specific, *one-reader* appeal. Every advertisement less than a full page in size must compete with other ads on the same page for reader attention and interest. Not so our silent salesman: for, when a letter is being read, it generally receives full and undivided attention from the person that holds it in his hand. This appeal to one person should be developed into the most thorough action-producing power of the sales letter. Its effective expression on the letter sheet demands selling and writing talent of no mean caliber.

In the process of preparation of the sales appeal, complete visualization of the reader is the first and most essential requisite. Thus, out of a large number of people of like ages, like habits, like character, like living conditions, like education, like wealth, like religion, like nationality, like sex, or like what not, the direct-by-mail seller should select with the utmost care one individual whose general and specific characteristics typify the class of persons to whom he intends to send his written message. As a keen student of human nature, he will thus seek to get a “close up,” a composite picture of the character, habits, interests, likes and dislikes, in

fact, the entire mental and physical make-up of the prospective readers of his letters. The ideal medium through which to gain this highly desirable and important end is personal contact. If that is not obtainable, then general and specific data concerning the reader may be secured from the firm's salesmen, from newspapers and periodicals which the prospective customer is known to read, from habits he is known to possess, from conditions under which he is known to live, from people with whom he is known to associate, and from many other sources. Information so obtained is assembled, organized, and visualized into a true, mental photograph of the reader. This picture the writer must have if he wishes to effect an individual, specific, and human appeal. In other words, when Jim Cox, who lives in a little Montana mining camp, where the trains are few and far between, the mail scarce, and the atmosphere decidedly "local," gets his sales letter in the only mail of the day, he will read it not just because it is addressed to him, but because he unconsciously feels that every word, sentence, paragraph, and argument in that letter, yea, even the paper on which it is written, make a unified, and conclusive appeal to his reason or his emotions, or both. In short, he knows that the letter is meant for him, Jim Cox, and for no one else. It means the reader's interest, first, last and all the time.

To be still more specific, it is the wise application of the little, but tremendously important word "YOU" which often turns doubtful prospects into bona fide purchasers. This means that in all selling talk the use of "I" and "we" should always be subordinated to that of "you." Thus, in the sales letter it should NOT be *our* goods, *our* large factory, *our* wonderful facilities, *our* new methods, *our* reputation, *our* aim, *our* needs, but YOUR problems, YOUR opportunity, YOUR benefit, YOUR increased earning power, YOUR time saved, YOUR better health, YOUR bigger profits, YOUR greater efficiency. The ingenious and discerning use of the pronoun "you" will impel favorable attention by the reader to the contents of the letter—its message.

The following "sales" letter was written not from the standpoint of the reader, but from that of the writer. It is deplorably weak in that it lacks effective application of almost every known essential principle of salesmanship:

Gentlemen:

We greatly wish to interest you in our fine line of men's clothing and

to advise you that Warren-Place Company of Boston handle our great line.

The name of Cox & Cox is known throughout the entire world by tailors catering for the best trade.

We assure you it will be greatly appreciated by us, if you will call on the above mentioned firm and inspect our beautiful line of clothing, and we know it will be appreciated by them.

Thanking you in advance, we are

Yours very truly,

Then observe how careful the writer of the letter given below was to make his appeal direct, personal, and effective:

Dear Sir:

Are you moving your allotment of Parker trucks—or are you storing some of them?

If you are selling them, you are hitting the mark the Parker Motor Company has placed for you to shoot at. If not, you are tying up money—postponing profits rightfully yours.

The present attitude of the banks makes it next to impossible for many dealers to stock the variety of body models their community demands; so we are meeting this emergency with “same day” shipments. If you wire an order, the bodies will be en route to you within twenty-four hours. Quick turn-overs on your money and “same day” shipments represent profit for you.

Bumper crops are reported from all quarters this year, and if you have underestimated the importance and magnitude of agriculture and its needs, get busy on your farmer prospects. Get a sample in stock now and by featuring the body as a vital factor in your truck sales, drive home the practical value of motor transportation—Parker Trucks and Garner Equipment.

Remember we will ship your order the same day it reaches us.

Yours very truly,

Its Language

Everything that has been said on “The Language of the Letter” in Chapter II applies with even more force to the preparation of the sales letter. A complete and thorough review of this particular part of the text should therefore prove especially profitable now.

The words, phrases, and clauses that make up the sentences and paragraphs of a good sales letter are not those which come to one on the spur of the moment: their selection, arrangement, and application is the result of unusually determined, discriminating, and unceasing effort to knit the selling qualities of a certain commodity

attractively and firmly together with the specific and known needs of a certain human being. Because of the opportunity and importance of the sales letter as a direct business and profit producer, skilled and extraordinary care should be exercised to see that its message is expressed in language that is

- (a) Fresh,
- (b) Suitable,
- (c) Personal,
- (d) Compelling.

The majority of sales letters are unsolicited. They are addressed to persons who often have thought nothing of and are little interested in the seller's wares. Such people are in many cases indifferent to the point of being skeptical about goods or services they have never used before. If the writer of sales letters wants advantageous replies, he must convert the reader's indifference and skepticism into friendly attention to his written appeal and warm interest in his offerings. To gain this highly essential end, the language of the letter should be free from words and phrases whose frequent and long use in familiar places has robbed them of their power to convey thoughts to another person's mind agreeably and impressively. The loss of this power has made stock and pet terms of no value whatever to the writer of effective business English. For him they exist only as "attention and interest killers"—100% inefficient—always to be avoided.

1. *Fresh Language.*—To get letters, especially sales letters, read, their message should be clothed in language whose vivid freshness and delightful naturalness make it hard for the recipient of the letter to let it go unread. And, what is more, any message which, instead of being artificial and cold and dull, is natural and warm and stirring awakens the reader's interest and contributes appreciably toward molding this interest into definite buying desire.

2. *Suitable Language.*—The language of the written sales appeal should always be suited to the individual requirements of each prospective buyer. Thus, when reading the letter, he should not become conscious of any special effort made by the writer "to reach" him. On the contrary, the seller's expressions should appear entirely natural. They should, if possible, contain some

words and phrases peculiar to the reader's character, work, or station in life.

A moderate amount of business slang, which might be used to good advantage in a sales talk to young, alert business men, would be wholly out of place in an appeal to old and conservative business men. A society woman would probably feel complimented by the use of French terms in a letter or advertisement, even if she didn't understand them: but to the practical wife of a hard-working, simple farmer the use of such language would seem absurd. It would be very poor salesmanship to use medical terms when writing to an engineer, or engineering terms when addressing a physician. The matter-of-fact language interspersed with expressions that "smack of the soil," and employed to interest farmers, would be a poor medium through which to get a response from highly trained professional men, whose range of expression is wide and varied. The business man of the South likes to be approached not in the cordial, at times somewhat effusive, man-to-man fashion used by salesmen in other parts of the country, but in a manner more conservative and dignified. And in writing to him, it would be good judgment to use occasionally some of the stilted and "dignified" phraseology that is so rapidly disappearing from the vocabulary of the business man in other, less conservative, parts of the country.

Know your reader, if you would know his mode of expression. Talk to him in words that are suitable and agreeable to him so that he will *enjoy listening* to what you have to say. In your choice of terms, do not sink below his level of expression. At the same time avoid the other extreme of writing "over the heads" of your readers. However, there is nothing wrong with an appeal expressed in language that is on a slightly higher level than that used by your prospect. Visualize your audience. Then adapt your mode of expression to its individual needs. Talk to your reader on paper in a manner slightly more elevated than that which you would use were you facing him.

3. *Personal Language.*—The fundamental purpose of *each* individual sales letter is to sell not half a dozen or more persons, but only the *one* person whose name and address it bears.

As a general rule, it is less difficult for a salesman to convince one person at a time than two or more persons, because he can adjust his talk more adequately to the character and needs of only

one. He can be much more specific and to the point in talking to one person than if he has to address five or ten. Think of your reader as sitting at your desk right in front of you, looking you squarely in the eyes, now smiling perhaps, then shifting uneasily in his chair and frowning at something you have just said. Now talk to him—personally—on paper.

Your message may be meant for ten thousand people whose names appear on your mailing list. But don't let that fact keep you from making your appeal personal, and don't, by the choice of your expressions or any other means, give the recipient of your letter the impression that you are making a general instead of a personal appeal. For, the moment he realizes that your letter has the earmarks of a mass appeal, his interest and enthusiasm will melt away like mountain-snows under a summer sun.

Your letter comes to your reader as the distinct representative of your house, and as such it should have all the characteristics of a personal messenger—it should be as specific and direct in its language as your salesman would be on a similar mission.

Omit all general assertions from your letter and confine yourself to specific statements. The force of your entire appeal is directed not to the person of one *Miller in general*, whose name just happens to be on your mailing list, but to the person of one William F. Miller, who now owns a three-hundred acre farm in Jones County, Iowa, worth two hundred seventy-five dollars an acre, and bought at thirty dollars an acre about thirty years ago, which was exactly five years after he and his wife landed in New York from the old country, from England. Moreover, according to the information you have gathered from various sources, this particular Miller uses modern machinery on his farm and has a spacious, up-to-date home. In addition to the local newspaper and two farm journals, he reads the *Saturday Evening Post* and the *Chicago Daily Tribune*. He is a Mason and president of the Jones County Boosters. His two boys are studying agriculture at the Iowa State College, and so on. Now, as a matter of fact, he who prepares written selling appeals may not be able to secure as specific and valuable data concerning every name on his mailing list; nevertheless, he should make a decided effort to obtain all the information he can.

A business communication the paragraphs of which are overloaded with "you's," intended to serve as make-believe for genuine, personal interest, represents as much wasted energy as does the

letter in which the extensive use of "I" or "we" precludes adaptation to the reader's point of view. On the other hand, the discriminating, selective, and individualized application of the pronoun "you" will aid in making the language and tone of a letter personal, in securing the reader's confidence, and so in surrounding the entire message with a "this is intended for YOU ONLY" atmosphere—an atmosphere decidedly conducive to favorable action on the part of the reader. Besides, the tone of the letter should show that the seller is enthusiastic over his goods. It must imply that while he is in the business for his own profit, his basis for success is the satisfaction of his customers.

4. *Compelling Language*.—No matter how fresh, how suitable, and how personal the language of a selling letter, its value is likely to be insignificant unless it spurs the reader to immediate and agreeable action. That is the ultimate objective of all sales talk—ACTION. To produce it, written salesmanship must be clear, suggestive, realistic, original, impressive—action-inviting—action-compelling.

For instance, at the end of the letter, short, specific, and definite statements of the "Do so and so" kind are more productive of action than are lengthy and less suggestive sentences. Their very brevity suggests quick thought, prompt decision—invites direct action.

Furthermore, action will result from any selling talk only if it has been positively and vividly suggested. It is human nature to postpone action. Most people, therefore, must first be definitely and emphatically told to take a certain step before they will do so. And, the most effective forms in which to clothe statements to bring about action are the question and the command.

Since action is the main purpose of the sales letter, it is apparent that action-producing language should be employed, and especially in the most emphatic position of the letter—its closing paragraph. For here its purpose is to stir the reader to do the thing which the writer wants him to do before he lays the letter aside and turns his thoughts away from the message to other things.

Its Material: Sources

The actual drawing power of all sales talk, personal or written, depends to no small extent on the quality and amount of information conveyed, and which, in turn, constitutes its reason for being.

Is the material gathered recent? Is it "newsy?" Is it based on fact? Is it likely to be or can it be made of interest to the prospect? These are some of the important questions which should be answered satisfactorily before any attempt is made to put the sales appeal into its final form. He who writes sales letters should have good and abundant material for his task—definite, concrete, and interesting *facts*—which he can organize and model into order-producing letters.

Basic data for sales letters should be founded on a thorough study of

- (a) The Goods
- (b) The Seller
- (c) The Prospect

Such a study might well be based on the following general outline, meant merely to be suggestive:

I. The Goods

- A. Raw Stage: source
supply
quality
quantity
price
handling
outstanding facts
- B. Manufacturing Stage: processes used
number
kind
mechanical devices used
outstanding facts
- C. Finished Stage: quality
quantity
price
handling
outstanding facts
- C-1 Finished Goods: weak selling points
strong selling points
- D. Comparison with competitors' goods as to:
general selling policy
quality

price
terms
handling
ultimate profit to retailer
ultimate benefit to consumer
outstanding differences

II. The Seller

A. General Information

1. Business: character
size
location
age
standing
2. Organization: general business policy
departments
personnel
3. Outstanding Features

B. Specific Information

1. Selling Policy
 - (a) Salesmen
Advertising
Sales Letters, etc.
 - (b) Prices
Terms, discounts
Handling and Filling Orders
 - (c) General Policy Toward Customers
 - (d) Outstanding Features

III. The Prospect

- A. General Characteristics: age, sex, nationality, etc.
education
environment: present living conditions
occupation
business or professional standing
- B. Special Characteristics: habits
likes and dislikes
hobbies
other peculiarities

C. Probable Reasons for Buying:

Satisfaction and Service	{	profit through resale	{	effort time money
		pleasure		
		convenience		
		efficiency		
		greater earning capacity		
		affection for others, etc.		
		outstanding reasons.		

When it comes to specific selling points—definite reasons why the prospect should invest his money in the seller's wares—the following sources of information should prove particularly fruitful:

I. Talks with

1. Salesmen about
 - (a) Selling points
 - (b) Objections
2. Old customers
 - (a) Satisfied? Why?
 - (b) Dissatisfied? Why?
3. Prospective customers
 - (a) Interested? Why?
 - (b) Uninterested? Why?

II. Readings of

1. Advertisements—old and new
2. Booklets, enclosures, etc.
3. Old sales, and follow-up letters
4. Customers' and prospects' letters of inquiry, of complaint, of commendation
5. Competitors' sales literature

All material for the sales letter should be selected from the view—point of the prospect. That is the only way of making sure that it includes what he MAY want to know about the goods. The final arrangement and presentation of the data should bring out definitely and conclusively the following essential arguments:

- (a) The goods will benefit the prospect
- (b) the goods are different from or superior to those of the competitor

(c) the goods are needed by the prospect now

III. Fundamental Parts of the Sales Letter

1. Necessity of a Plan

To bring about a complete sale the following must be secured:

- (a) Attention
- (b) Desire
- (c) Conviction
- (d) Action

In other words, it is necessary first to rouse the prospect from inactive indifference or even mild opposition, to friendly attention and warm interest in the seller's appeal; to lead him then from careless disregard or indifferent skepticism to hearty belief and thorough confidence in the writer's goods; thirdly, to meet his various objections to buying with cheerful, suggestive persuasion, thus securing his full conviction; and lastly, to urge him persuasively to substitute for inaction action, *to buy*.

Every letter that is designed to make a complete sale to a person not previously approached in the matter must be built on these four fundamentals. They constitute the legs, so to say, on which the silent salesman must stand if he wishes to secure a favorable hearing.

So that we may see the detailed working and application of these four functions, let us, for a moment, study the letter given below, which is a good example of an unsolicited sales appeal.

This letter was processed in small type on good, 6 x 9, white paper which bore a very simple letter-head. Both the date and the inside address were omitted. The superscription on the envelope, which bore the return-card on the back-flap, was written with pen and ink. The letter was sent by first-class mail to a selected list of prospects among whom were many professional men.

Dear Sir:

You don't know me from Adam, but I have been told that you are a book-lover, that you have bought good books in the past, and that apparently you like to have them around you.

If this is so, you are unquestionably a person of taste and judgment, and you know what good books should sell for—you are able to measure not only their cultural value, but also their intrinsic worth in dollars and cents.

What, then, do you think a library of *thirty* of the world's masterpieces, bound in a rich and beautiful cover like the sample enclosed, should sell for?

How much, in other words, would you personally be willing to pay for thirty such books, *each one complete, each one an acknowledged masterpiece?*

Keep in mind that volumes like these are not only an adornment to the library table, but the size makes them very convenient to carry with you to read while traveling.

I suggest that you compare this binding with other books in your library; estimate what *thirty* such books should reasonably sell for—AND THEN OPEN THE ENCLOSED SEALED ENVELOPE AND SEE HOW CLOSE YOUR GUESS IS TO THE ACTUAL COST.

I shall be very much interested to know *what your guess was*, and shall appreciate it if you will fill in the card (which is also inclosed in the sealed envelope) giving me this information.

Yours very truly,

There was a sample of leather binding with the letter, and also an envelope bearing on its face this printing:

PLEASE

**do not open this envelope until you have read
the accompanying letter.**

This envelope contained a neatly printed circular, giving the price of the thirty-volume Pocket Library, the reasons for its being so low, a complete list of the thirty books, and also a stamped, addressed postal card, which read as follows:

Please send me the 30 volumes of the De Luxe Edition of the Pocket Library. I will pay the postman \$3.98, plus the postage, upon delivery. If, however, the books do not in every way come up to the sample shown, I reserve the right to return them ANY TIME WITHIN THIRTY DAYS, and you agree to refund my money. It is understood that \$3.98 plus postage is positively the only payment to be made on this set.

Name.

Address.

City. State.

My first guess was that a set of 30 books, in a binding like the sample shown, should sell for \$.....

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The entire letter is built around an original appeal to the prospect's curiosity.

The beginning, a single sentence, containing five "you's," is fresh, interesting, and personal. It classifies the reader as a book-lover, as an owner of good books, and so wins his attention, at the same time prompting him to read on.

Paragraph two, beginning with an effective "if" clause, compliments the reader indirectly on being "unquestionably a person of taste and judgment"—"able to measure not only their cultural value, but also their intrinsic worth in dollars and cents." It stimulates interest and awakens a desire to know more.

Paragraph three contains the heart of the message. Here the prospect is asked to estimate the cost of "a library of thirty of the world's masterpieces, bound in a rich and beautiful cover."

Paragraphs three, four, and five emphasize effectively and suggestively prominent selling features of the Pocket Library: (1) "world's masterpieces, (2) bound in a rich and beautiful cover"; (3) "each one complete, (4) each one an acknowledged masterpiece;" (5) "they are not only an adornment to the library table, (6) but the size makes them very convenient to carry while traveling." In other words, attractive, outstanding qualities of the books are being impressed on the reader, who, still curious, *is, in all probability, unaware of the fact that he is really reading selling talk and is being "sold" on these books.* By means of effective bits of striking description, put in the form of suggestive, interest-stimulating questions, these paragraphs seek to create desire for the books; and by apt reference to the concrete evidence sent with the letter—the sample binding—they aim to win conviction.

In paragraph six the reader's curiosity is satisfied: The seller suggests that the prospect test the evidence submitted—the sample binding sent with the letter—and prove to his own satisfaction the value of the Pocket Library by actually comparing its binding with that of books in his own library—"AND THEN OPEN THE ENCLOSED SEALED ENVELOPE AND SEE HOW CLOSE YOUR GUESS IS TO THE ACTUAL COST."

Paragraph seven clinches the entire sales argument by asking the

¹ This number is used to key replies to letter.

prospect to write on the enclosed, stamped post-card what his first guess was, and *so to place his order for the books*. The argument is reinforced by the "money-back guarantee" given on the card.

It is quite apparent that the purpose of this letter is to induce the prospect by means of a clever and novel appeal to his curiosity to *read the letter through* and so to sell himself on the goods without actually knowing that he is so selling himself. Thus, he is told to open the sealed envelope AFTER his attention to and his desire for the books have been (probably without his being conscious of it) awakened, and AFTER he has been convinced by means of concrete proof and a simple, but effective, test.

Lastly, it should be noted that all paragraphs in this letter are single-sentence paragraphs of attractive length. One follows the other in logical, climactic sequence and in close thought relationship. The entire message is built around one central thought; it has unity. All in all, this letter may be read, understood, and acted upon in but a very few minutes.

To bring to light still further the application of the four functions of the sales letter, an analysis of a letter different in appeal from the preceding, in that it is written to business men to induce them to buy a service—advertising—in a class publication read largely by more or less wealthy women, is given below.

Look across Grand Central Concourse with me.

Notice that slim, elegant woman who just stepped out of her limousine and is crossing to Track 27.

Her clothes are French—simple, sleek, expensive. Her luggage is English—notice the maid with the jewel-case and the Pekingese. Both her red-caps are on the jump. She has a stateroom on the Twentieth Century Limited and Pullmans for the valet and the maid. There's her husband, joining her now. They're taking their Rolls-Royce and their Chauffeur. On the hoof, so to speak, that family is worth \$1,000 to the railroads between here and Santa Barbara.

Would a shrewd newsie dish out a copy of MOTHER'S MAGAZINE for madame? He would not! "NEW INTERNATIONAL WOMAN out today, lady!" is what she'd hear from him. For she is unmistakably an INTERNATIONAL woman, just as surely as her husband is an ATLANTIC MONTHLY man and her house a HOME BEAUTIFUL house.

What's the patronage of such a family as this worth to you? In prestige? In influence? In habit of frequent travel? In actual cash? A good deal—on all four counts!

You can reach them—and them exclusively—through the INTERNATIONAL Group—the class publications that the wealthy read. And not only read, but buy through. And not only buy through, but consult about travel, writing six or seven hundred letters a month to inquire of our Travel Bureau where to go, how to go, and when to go to the places that catch their fancy.

All our travel advertising is grouped in front of the magazine—easy to see and refer to—placed along with the advertising of the leading makers and retailers of luxury products designed to appeal to the wealthy.

Could you get better publicity—with less waste circulation—anywhere than in these recognized travel guides—for only \$10 per page per thousand readers?

Here's our rate card. The forms for that Fall Number close September 5. Schedule your space with us—NOW!

First of all, notice the attention-winning opening—a single, short sentence—very attractive to the human eye. It can be seen and read at one glance. It is personal: “Look (*You*) across Grand Central Concourse *with me*.” To add to its strength, it is put in the form of a pleasant, suggestive command. The reader will find it *hard to resist* “looking” and cannot help noticing “that slim elegant woman” Thus, the opening sentence of this letter commands such a degree of interested attention that the recipient would have difficulty in refraining from reading it. His curiosity has been aroused: he is eager to know what comes next, he longs to learn more about “that slim elegant woman”

This curiosity is partly and very effectively satisfied in the third paragraph. Here the reader is appealed to by means of a vivid and realistic description of the person he wishes to reach or should reach through his advertising—the woman of wealth—his logical customer. Note carefully the smooth transition from the first to the second, and from the second to the third paragraph. There is no abrupt break in the pleasant continuity of thought—the reader is led rapidly from the end of one paragraph to the beginning of the next, unaware that he is being led. He is conscious of no break whatever. Furthermore, the description in the third paragraph is so vivid and fascinating as to make him desire to want to know more—to want to read on.

In paragraph four this description of the reader's prospective customer is brought to a fitting and definite close: the woman pictured in the three preceding paragraphs is finally classified as

“unmistakably an INTERNATIONAL woman.” Attention has been attracted. Interest has been aroused.

Now the desire and the necessity of the reader’s reaching this particular prospect is being played upon.

Paragraph five, by means of a series of personal questions arranged in the form of a climax, is designed to heighten the reader’s desire to secure the “patronage of such a family.” Observe also how cleverly and positively these questions are answered *for the reader*.

Now that the need to reach such a family has been definitely suggested and created in the prospect’s mind, the next important step is to convince him that the service which the writer sells will meet this need. This is done in paragraph seven, where proof is given to the reader that the wealthy do consult the pages of the seller’s publication, “writing six or seven hundred letters a month to inquire of our Travel Bureau where to go, how to go, when to go to the places that catch their fancy.”

Paragraph eight adds weight to the reader’s conviction by submitting an additional argument why his advertising in the writer’s magazine is likely to be fruitful—“all our advertising is grouped in front of the magazine—easy to see and refer to.”

Paragraph nine tends further to strengthen the reader’s conviction of the desirability of advertising in this particular medium, by suggesting its superiority over other media. This suggestion is made in the form of a question to which the reader will find it difficult to answer anything but yes.

In the last paragraph action is suggested and made easy by the enclosure of a rate card.

THE ESSENTIAL ELEMENTS OF THE SALE

Attention

When a salesman calls on a prospect for the first time, he takes particular pains to make his approach suitable and impressive. He has learned only too well the value and importance of establishing an intimate point of contact between his prospect and himself. He realizes that his getting a sympathetic hearing will depend on how effectively he *begins* his solicitation.

In similar manner the important fact as to whether an unsolicited sales letter will be thrown away as so much waste paper or regarded as a worth-while and important piece of business information which

should be given a full, sympathetic, and immediate reading hinges largely on the attention value of the first sentence of the letter. Often by it the reader will judge the value of the entire message. Only if it arouses his curiosity, if it excites his interest, is he likely to dip deeper into the sea of words for the message.

To insure the reader's favorable attention to the letter, its opening paragraph should be

- (a) positive
- (b) fresh
- (c) appropriate
- (d) specific
- (e) personal

1. *Positive Beginning*.—Sunlight attracts, awakens, produces; darkness depresses, nullifies, tears down. Cheerful, enthusiastic first sentences attract attention, while heavy, negative openings will void the writer's effort at the very outset. Your prospect is not paid to read your letter. He will probably do so only if he discovers at the very beginning a thought that is agreeable and pleasurable. A sound rule to adopt is: Use positive suggestion always, unless it is your wish to appeal to your prospect's sense of fear, as you might in selling fire extinguishers, revolvers, automobile tire chains or insurance.

Illustration 1.

The following paragraphs are taken from a letter designed to sell threshing machines to farmers. Note how well their pessimistic tone and negative suggestion fit this letter for the waste-basket.

Dear Sir:

A good many farmers in the Sardine Lake Valley lost their crops last year. Did you?

Lightning seldom strikes twice in the same place, but it sometimes hits again mighty close. If it did not hit you last year, may be it will this year. You may raise a fine crop, but you cannot sell it unless you harvest it.

You must have a threshing machine on your place to thresh your grain. Why not "roll your own?"

Illustration 2.

Below are given the opening sentences of a letter used by a firm

of automobile repair specialists to sell their services. In them every known rule of personal and written salesmanship is violated.

Dear Sir:

It should interest you to know that we do not come to you as repairmen with any superficial knowledge of automobiles and motors. Further it is important to know that we have not "just happened" to make motor car repairing our life work.

Illustration 3.

This example is taken from a "sales" letter of a correspondence school, a firm doing business by mail only. Observe the absence of a positive, confident statement in the first sentence and the utter lack of the "you" attitude in the second paragraph. There is absolutely nothing in these two paragraphs which might attract attention or hold interest.

Dear Sir:

I do not think I need apologize for bringing to your attention the opportunities of self-improvement and self-advancement offered by our school.

We have been teaching by correspondence for upwards of thirty years. During this period we have been perfecting our methods and broadening our curriculum. At the present time we offer instruction in over eighty different branches, taught by a faculty of forty members, most of them college and university professors of distinction.

I am hoping that conditions are favorable for your enrollment at this time.

Now study the following paragraphs, noting especially their confident tone and positive suggestion:

Illustration 4.

Dear Sir:

Here is a new book, written to help men solve today's greatest business problem—the problem of bigger sales.

It proves with carefully-gathered facts and figures that sales can be secured through the scientific analysis and organization of markets. It shows the business man how to make profitable use of this new science—how to go about it to increase his sales and his profits.

Illustration 5.

Dear Madam:

No doubt you are already planning your summer vacation. What will you do? Where will you go?

The Imperial Line answers these two questions by offering excursions to Alaska, which you will find above comparison with other available excursion trips no matter from what standpoint you may consider them.

Illustration 6.

Dear Mrs. Brown:

Everything you wear and use costs more money today than ever before.

For over three years prices have gone steadily upward. But the quality of wearing apparel, table linen, handkerchiefs, bed linen and everything else that goes into your family washing has not improved with the increased prices. In other words, you now pay higher prices for no higher or even lower quality.

What is your solution of this problem? How are you going to get full value for the high prices you are paying?

There is only one answer. Do away with your wash-board.

2. *Fresh Beginning.*—First sentences which have a familiar sound or which begin with participial, or other equally weak, constructions possess little, if any, value as attention getters, and should, therefore, never be used. They are lifeless because they have been employed too often and too long: they are shop-worn as well as time-worn.

For stilted and trite opening constructions, one should substitute expressions that are free, natural, and fresh. If they are "newsy," so much the stronger will be their attention value. However, in striving to produce new and original beginnings, one should guard against the other extreme, that of making them eccentric, and therefore unsuitable for the purpose at hand. On the whole, however, it is better for an opening paragraph to attract too much attention than to attract none at all, for in the latter case the communication is without question doomed to the waste-basket, while in the former case there may result a reading.

Illustration 7.

Weak and Hackneyed:

We desire to call your attention to Hawkeye tires and to the fact that we believe you would find them very economical for use on your car.

Better:

You don't have to buy tires often if you buy HAWKEYE Tires. Why? Because a great many miles are *built into* every Hawkeye tire that is made.

Illustration 8.

Shop-worn:

This should interest you.

Have you ever considered the wonderful opportunities for self-improvement and self-advancement offered by our school?

Better:

Success or failure, Mr. Miller, is staring you in the face right now. There is no half-way about it. You must advance or you will go back. Which will it be?

I am writing you these lines to help you decide this question. A letter from me some time ago to Geo. E. Walker helped him to decide this same question.

Illustration 9.

Trite:

This letter will interest you as it contains some matters of vital importance to you.

You have recently constructed several buildings that cost you a lot of money. You have probably insured those buildings against fire. Have you insured them against their greatest enemy—the weather? A two-coat job of Morrison Paint is the cheapest weather insurance you can buy.

Better:

Have you insured the two valuable buildings which you recently constructed against their greatest enemy—the weather?

A two-coat job of Morrison Paint is the cheapest weather insurance you can buy.

3. *Suitable Beginning.*—All first sentences of sales letters should be suited to the reader's point of view. Whatever information the writer has obtained regarding the character, circumstances, and habits of his prospect, should be utilized to develop a point of contact which will be interesting, specific and appropriate.

Suit your approach to your reader's view of life, to his prejudices, his occupation, his hobby, his needs, to anything, in fact, that is likely to affect the welfare of his business, his family, or himself.

Illustration 10.

Mr. T. Fowler,
89 Spring Street,
Los Angeles, Calif.

Dear Sir:

War's never over for the Northerner. He's continually battling sizzling

heat or bitter cold. He's groaning over coal bills and heavy clothing expense. The city man bends under living's high cost and cold weather diseases like pneumonia and bronchitis hide just around the corner waiting to nab him.

I know—I used to be a Northerner. Born in Illinois, I have had my fill of Ohio, Missouri, Pennsylvania, and Illinois climates. One day, years ago, I came to my senses and sought health, happiness, prosperity and contentment in the finest state of them all—Florida. For years I have studied Florida conditions, Florida lands.

Aside from the fact that the opening paragraph contains much negative suggestion (instead of dwelling on the disagreeableness of living in the North, the writer might have emphasized the advantages of owning fruit land and living in Florida), it is entirely unsuitable. As a matter of fact, so ill-adapted is the contents of this paragraph, so unrelated to the conditions under which Mr. Fowler lives as to be absurd in his eyes. This illustration shows well the danger of using a form paragraph without careful discrimination.

A more appropriate beginning, such as this, might have been used:

Dear Sir:

Pick golden oranges from YOUR OWN GROVE!

A rose-covered cottage in your own, fragrant, white-blossoming orange or grapefruit grove in Fairyland Park, one of Florida's finest fruit sections, where there is June warmth in January, and September coolness in July, will enable you to do this.

Only a few dollars a month will put the income, independence, and happiness that invariably come to every land owner in Fairyland Park within your reach.

Illustration 11.

The following paragraphs belong to a letter intended to interest farmers in tractors. Study them carefully and notice that the ideas expressed in them are almost without exception negative, irrelevant, and unsuitable.

Dear Mr. Munroe:

They say all the great men are dying off. Washington is dead; Lincoln is dead, and so is Grover Cleveland, and the man who said "War is hell!" How are you feeling?

The nigger said he always noticed when he lived until March, he lived the whole year. We have now passed March.

As buds open and the blossoms come forth, as the green sprouts come through the ground that betoken sunshine and good crops, doesn't it make you feel as if you wanted to throw off the lethargy of winter and quit thinking about the fact that we are all going to die sometime? Smile, laugh, and enjoy!

Illustration 12.

Now contrast the foregoing material with that given below. The author of these sentences has been careful to make his point of contact close. His approach "How much of the fall and winter rains are you going to save?" has considerable attention value, because it is of immediate interest, of vital moment to farmers living in that section of the country for whom this particular appeal was especially made. Furthermore, the positive, confident, and personal tone of the letter together with the definite and specific statements it contains will go a long way toward obtaining for it a sympathetic reading and serious consideration of its contents.

Dear Mr. Munroe:

How much of the fall and winter rains are you going to save? Will your soil be in condition to receive and hold the moisture instead of allowing it to run off as waste?

Deep plowing, chiseling or sub-soiling before the rains will put your ground in proper condition and insure next year's crop. The man who owns a "99" Tractor does this work economically. He has the required power.

"99" Tractor has tremendous advantages for deep work. It is more economical than horses or smaller tractors. It plows out its full width. It keeps out of the furrow. It does not waste power and fuel by slipping. Its long, broad tracks prevent it from injuring the soil.

4. *Specific Beginning.*—To produce a strong first impression and to warm attention into interest, it is important that the beginning of the letter be made specific. Since general statements are likely to cause weak and hazy impressions, they should be avoided. In their stead definite and conclusive sentences should be employed so that the reader's first impression of the letter and its author will be distinctive and deep. Study the examples on the following page:

*Illustration 13.**General:*

Commencement Day is a great event for the hundreds of young people who will soon be graduated from our schools because it signifies an important change in their lives.

Specific:

Do you know that June 15, the day on which you will be graduated from the Lemare High School, will mark the end as well as the beginning of a very important chapter in your life?

The Franklin Separator is recognized throughout Europe and America for its superiority. No other separator can compare with it. That it is so far superior to any other separator is shown by the fact that we have hundreds of satisfied users in every state.

Will YOU be the judge of the superiority of the Franklin Separator?

We will ship it to you, freight prepaid, for a month's free trial, and if at the end of this time you should not agree with us that the Franklin saves you more cream than any other separator, you can return it at our expense. Could any offer be fairer?

5. *Personal Beginning.*—Bridge that gap—that distance—which prevents you from presenting your selling appeal to your reader in person: Strike a personal, a “you” note, right in the first sentence of the letter. Prove to your reader by the very beginning of the letter that *all of it* is meant for him, and for no one else. Remember that his first interest is in himself, his problems, and his needs. Appeal to his self-interest. Get close to him. Make your first words personal—agreeably personal.

Illustration 14.

Impersonal and Negative Opening likely to leave the reader “cold.”

Business letters that do not bring returns are just so much money thrown away.

Our wonderful, new book “Silent Sellers” shows just how anybody can learn to improve and write better letters.

The Same Opening made Personal and Positive, and likely to strike a Responsive Chord in the Reader.

You want your letters to bring more orders, crisp checks, live inquiries, fresh prospects.

“Silent Sellers” will help you get them!

Illustration 15.

Without the "you" note.

Every owner of trucks is wondering how he can keep down mileage expense. There is a man in every locality who can give pointers on how to reduce the biggest item in this expense—tires.

With the "you" note.

Do you know that there is a man in your locality now who can give you valuable and important information on how to reduce effectively the mileage expense on your truck tires?

A study of the following first paragraphs, all of which are direct and personal, should prove helpful. Observe also that the first sentences of these openings are in almost all cases short. Hence, they attract the reader's eye and can be read at a single glance.

Did you do anything about the smoke-stack you intended to build during the early winter?

THIS YOU'LL ADMIT, AND QUICKLY!

Your success depends on the number of SATISFIED customers you have.

WINNER HATS will steadily increase that number!

Are you moving your allotment of **INTERNATIONAL Trucks** readily? If not, you are tying up money and postponing profits now rightfully yours.

Have you eaten Charlotte Russe made economically without eggs? Served cold it is more delicious than ice cream.

Beginnings of Replies to Inquiries

(For a complete discussion of Inquiries, see Chapter IV.)

The beginning of letters written in reply to some inquiry which has been received as the result of an advertisement or other agency should possess the same business-creating qualities which make the first part of unsolicited sales letters attractive. These have just been discussed. To repeat, beginnings should be positive, fresh, appropriate, specific and personal. The distinguishing mark of the opening paragraph of an answer to a request for information is that it makes definite reference to the communication which has been received.

When a person writes a card or even a letter asking for more

information concerning goods which he has seen advertised in his favorite newspaper or magazine, it may be assumed that he is interested. Of course it is not possible to tell from his request how deep his interest is and how promising a prospect he is. Hence, to insure getting bona fide inquiries and to keep from their mailing lists the names of "samplers" and curious ones whose interest dies as soon as their curiosity or desire for samples has been stilled, many business firms ask those that answer their advertisements to send a few cents in payment of the mailing charges of the catalogue, booklet, or of the sample advertised. Just as soon as they are reasonably sure that the request for information or for goods sent on trial was in good faith, they refund the money so paid.

The answer to an inquiry should perform the same functions that the unsolicited sales letter fulfills except that the reader's attention to the letter and a certain amount of interest in the goods may be taken for granted. However, desire should be awakened or deepened as the circumstances of the case may warrant, abundant evidence in support of claims should be submitted, and prompt action should be promoted in the same wise and to the same intensive degree as in sales letters which are sent unsolicited.

The opening of a solicited sales letter, an answer to an inquiry, need not win the reader's attention. It is almost certain to be read. It differs from the beginning of other sales letters in that it contains a definite reference to the inquiry. Such reference may either be made a part of the first paragraph, or it may be placed outside of the body of the letter.

If it is thought wise to follow the latter plan because mention of earlier correspondence in the first sentence of the letter might result in an uninteresting and therefore ineffective beginning, the statement of reference should appear about the center of the letter sheet, where it is surrounded by much white space, and hence easily seen and read:

The Mayo Company,
82 Market Street,
San Francisco, Calif.

Seattle, Washington,
March 10, 1922.

Subject: Your letter KM/FS of March 4, 1922.

Attention of Mr. K. Mayo

Gentlemen:

On the other hand, most business firms prefer to make the

acknowledgment of the prospect's letter a part of the opening paragraph, weaving it into the general subject of the letter, and thus securing a point of contact that is both personal and interesting. The following examples illustrate this form of beginning:

Where Information Has Been Requested

1. I wish to answer your request for information regarding our Modern Efficiency Course in a most direct and personal manner, assuming that you have realized the importance of equipping yourself with greater efficiency in your work, and greater ability to demand promotion to higher more important executive duties.

2. Thank you for the opportunity of telling you about BABY'S FRIEND.

Where a Sample Has Been Requested

3. The sample of Merrico Shampoo which we are sending you at your request is intended to show you the remarkable action of this scientific fluid cleaner.

4. The opportunity to acquaint you with some of the delightful desserts that can be prepared with Sterling Gelatine certainly pleases us. Your request for a sample is being filled and we hope you will use this sample at once, making one of the numerous delicious desserts described in the Sterling Cook Book.

Where Printed Matter Has Been Requested

5. You have asked me to send you our book about Wilto Guns, and I'm mailing it right away.

6. Your copy of the SUCCESS BOOK FOR WRITERS is here before your eyes. It is a book filled with many sign-posts to greater earning and greater opportunities. We are ever so glad you are going to get it. It is so full of the things you need.

This is our advice to you: Take the book, shut yourself in a room all alone, and read it free from interruption. Every one of its pages may have an important bearing on your future.

Types of Beginning Sentences

In beginning a sales letter it is advisable to open with a form which results have proved fruitful in drawing a prospect's attention. Among the more important types of openings are these:

- (a) The Question
- (b) The Command
- (c) The Statement of fact
- (d) The Statement of condition
- (e) The Story

It should be borne in mind, however, that none of these forms is likely to be resultful in arresting attention unless it is positive, fresh, appropriate, specific, and personal, for to name these qualities is to describe a good beginning.

The Question.—This form of beginning appears frequently in all kinds of written selling appeals. It arouses curiosity. The reader does not care to be “on the fence”; so it is only natural for him to answer the question to have peace of mind, if nothing else.

When shaping the first words of a letter into a question, make sure that it is unambiguous, pertinent, and personal so that when the reader answers it, he will begin to think in the direction in which you want him to, to the conclusion, “I need your goods or service for good reasons, and now!”

The first question in the following paragraph strikes at a very common, personal, and not unpleasant habit, one which is by no means typical of women. The answer which the reader will frame to it is certain to be in the affirmative in almost every instance. The same holds true of the question in paragraph two.

Dear Madam:

Do you ever day-dream?

Dream of keeping house without worry about the supply of clothes and clean household linen? Then this little booklet will interest you.

Note how these questions arouse the reader’s curiosity, prompting her to read on:

Dear Madam:

Isn’t it a delightful feeling to receive a Christmas present that is a complete surprise to you? And if that gift is of real use—why, your pleasure is just that much greater, isn’t it?

Something useful for your home—the home is the very essence of the happy Christmas spirit and good cheer—something that will make life happier for you—that’s the ideal gift.

There is a good deal of interest value in the direct question asked in the paragraph given below. The reader will naturally wish to know just what “one-feature” tires are, and whether he is “guilty” of having purchased any. In fact, this opening suggests in a very subtle way that he has, in all probability, bought “one-feature” tires:

Dear Sir:

Have you been buying ONE-FEATURE tires?

Tires that have been built around one point which the other necessary parts—every one a vital factor—did not back up?

If so, we want to show you the ALL-FEATURE tire—the tire that has not been sacrificed at one point to improve another—the all-round, consistent, full-service tire—the All American.

It is quite natural and common to ask a person “what song do you love best?” And any query which is natural and frequently put in every-day conversation, and which almost always receives a willing and cheerful reply, is a good one to be used in the opening of a sales letter:

Dear Mr. Wells:

What song do you love best?

Likely enough, it is a heart song—a ballad that arouses tender recollections.

The favorite song of nearly every man or woman is a song that unlocks fond memories. Usually, these memories are happy ones, but sometimes they are tinged with sadness.

Your favorite song may be one that your mother used to sing to you at twilight, as you sat by her knees, in the pleasant light of the hearth's ruddy glow—or, it may be a lilting whimsical ballad, that has a tender association with your courting days.

We live in the present, and we look to the future, but we should be poor indeed, if we were robbed of the memories of the past.

Gregory & Hahn Company, 8 Willow Street, your city, want you to hear your favorite song on the New Universal Phonograph.

Here is another effective opening in the form of a question:

Dear Sir:

Did you ever hold a lighted match between your fingers and realize the mighty force that could be produced by feeding the little flame which a single breath can extinguish forever?

You are at this moment holding between your fingers a little spark of encouragement that will make you a power in the business world, if you will only give it a chance.

Won't you give this small spark of encouragement a chance to spread, to increase your earnings 100%? Won't you take a chance with your own brains? Your efforts will bring you a permanent reward in the form of increased income.

2. *The Command.*—In our childhood most of us have been taught to heed the commands of parents, elders, teachers, and others in authority. At that period in life we formed the habit of following commands readily and, in most cases, unhesitatingly. It is this old and early-formed custom on which the seller plays in his first sentences with the expectation of getting the prospect's favorable attention and action. Here are two examples of the command type of opening:

Send me \$10 by return mail!

In return, I'll send you a Bond for Deed for ten acres of as fine orange and peach land as I believe it is possible for you to buy.

Then you can save about 35¢ a day and send me ten dollars a month until your land is paid for.

Note how effectively the command has been employed in these two paragraphs. Though the first paragraph is rather negative in suggestion, it is quite as effective as the second, and more positive.

Don't turn your house upside down by using a broom. Think of all the trouble and work you make yourself, sweeping and cleaning all day long with a broom and dust cloth, driving the dust from one place to another, all over the house.

Clean your home with a PERFECTION ELECTRIC CLEANER. The PERFECTION is a thoroughly high class vacuum cleaner which can prove its superiority as a dirt remover over any other machine made, regardless of price. It is so easy to use. It takes up the dirt and dust and every particle is removed quickly and effectively and placed where it belongs—in the dust bag—not in some other part of the house, to make you more work.

3. *The Statement of Fact.*—To give this form of beginning attention value, it should above all else be made specific and interesting. General statements, such as this, should never be used:

The Ventura Pump is so designed as to give it a greater efficiency than any other rotary or centrifugal type of pump on the market, and for that reason the Ventura Pump is the pump for you to buy.

Instead, some particular fact of interest to the recipient of the letter, some strong selling point of the product, should have been stressed:

The Ventura Pump will handle from 20 to 30% more water per minute for you than any other pump on the market. This means a saving of power of the same percentage to you.

Unless the statement of fact, or, for that matter, every other kind of beginning, is made from the standpoint of the buyer, it will not arrest his attention:

We want to tell you about our latest product—the Correct Check Writer. We have been building check protecting devices for over fifteen years, and the Correct model is the finest, most complete, and handsomest device we have made.

Now consider this effective first sentence which points to a particular need of the prospect—a need supplied, of course, by the seller's product:

You require for the linings of your Refrigerators a durable, rust-resisting sheet metal at a moderate price, and GALVANIZED R & V INGOT IRON will meet this specification exactly.

Not infrequently, the statement of fact can be made to carry a news item to the prospective buyer:

The Department of Agriculture, in a recent Government Report, tells us that the average yield of wheat per acre in this country is 15 bushels.

The maximum yield, however, is 120 bushels.

Just now there is an unusual demand for executives.

For example, only recently Charles M. Schwab said:

"Whenever the question of building new steel works comes up, we never consider whether we can make them pay. The question is 'Can we get the right men to manage them?'"

4. *The Statement of Condition.*—Employed to present or to stress some concrete fact of interest to the reader, it is often more effective than any other form of opening in getting him to assume certain conditions, and to think about them in accordance with the writer's suggestions. Consider carefully the effectiveness of these "if clauses":

1. If two good men tell you the same story, you can afford to believe it.

If five hundred good men put the same story down in black and white, and sign their names to it, you know it is so.

That is what five hundred good men have done in letters reproduced in **FACTS AND EVIDENCE**, a copy of which we are sending you today.

2. If I were a stationer, I'd make a specialty of stamped envelopes, and I'd sell more because the mailing of many letters is delayed for want of postage.

If I made leather goods, I'd contrive a cigar case with a memorandum pad as a front cover. With every smoke would come a reminder of appointments unfilled or errands. Men would carry them.

If I were a motor dealer, I'd sell service—motor transportation advantages as applied to the specific needs of every business man in my community.

3. If corn does not bring the price you think it ought to bring when sold at your grain elevator, there's another way to get the money out of it.

4. If there were any way in which I could arrange for you to secure the books you ask for, otherwise than free with a twelve months' extension of COÖPERATIVE SERVICE, I would gladly do so.

Sometimes a combination of two or more types of beginnings will yield an opening unusually emphatic and attention-winning:

5. In beginning this letter, permit us to say that if you are satisfied with your job, your conditions, and your future prospects, read no further.

But!

If you want a real position, more money, and better conditions of employment, read on.

5. *The Story*.—In using it to attract attention one should be particularly watchful of two things: first, that the point of the story is brought out definitely and clearly; second, that this point has some definite bearing on the message of the letter, or, if that cannot be secured, that the transition from the story to the real message of the letter be not abrupt, but gentle and smooth. Otherwise, the prospect's interest will fade away at the end of the story, whereas it should rightly become deep at that particular point.

Illustrations:

Irrelevant: The point of this story has no intimate relation to the message of the letter. Transition from the first to the second paragraph is abrupt.

You know the story of the old sailor with the wooden leg. He was coming home one night, rather the worse for a beverage that was not one-half of one per cent, got his peg-leg caught in a grating, and walked around himself all night. He was very, very busy, but he did not get anywhere.

Are you getting 100% returns for your work? Do you know that you are accomplishing what you set out to accomplish?

Relevant: Now read the following opening paragraph and note how

thoroughly the point of this story has been utilized *for* the message of the letter:

Maybe you've heard the story about the fellow who fixed the pump? He sent in a bill something like this:

For fixing your "dog-gone" pump.....	\$.75
For KNOWING HOW.....	5.00
Total.	\$5.75

KNOW HOW is the important thing in ANY business. KNOW HOW'S the stuff that made Henry Ford capture his millions.

And KNOW HOW is the stuff in BREMERTON SHOES that'll capture for YOU the biggest shoe trade you ever had.

Desire

1. *The Necessity of Stimulating a Definite Need for the Goods.*—Back of every sale is a human want. Buying always necessitates drawing on one's supply of cash or credit. Because of this, a person will buy something only if he needs, or at least *thinks* he needs, the article or the service—has a definite use for it. In short, he must want it.

From the standpoint of the seller, the desire most highly effective is an *insistent* demand for that which he has to sell; it is such a desire, for instance, as causes a young man whose attention has been drawn to a beautiful tie in the show-window to step at once into the store and buy the tie. The longing for the article makes him mentally uncomfortable. He chooses the easiest and most natural way to get his mind out of torment: he buys the tie. And he pays the price willingly, because the tie seems of more value to him (at the time of purchase at least) than the money it takes to pay for it.

But there are numerous things which it seems people should want of necessity, that they do not at first sight want. This is largely because they have never before heard of the article or service, or because they have never thought seriously about the possibility of its being particularly useful to them. To sell under such conditions it would be especially necessary to produce a state of mind in which the prospect would actually desire to possess the article or service because he foresees definite benefits in such possession. But, in any case, the writer of sales letters cannot afford to take the reader's desire for his wares for granted; he must be sure of it. For this reason he makes it a definite rule

that every complete sales letter which he prepares shall be designed to whet the appetite of the prospect for the goods.

The logical time for the seller to stimulate a deep interest in his product, and a longing for it, is immediately after he has attracted the prospect's attention. Every seller knows well that people, as a rule, dislike "to be sold"; so, instead of giving his reader the impression that he wants to sell him something, he at once turns completely around and by trying to create a distinct need for the goods strives to make the buyer sell himself on them.

2. *The Selection of Selling Points and Their Adaptation to Customer's Needs.*—Suppose, for example, you wanted to sell a book containing a large variety of useful information in highly condensed form, and of practical, every-day value to persons of almost all classes and occupations—the *Universal Book of Facts*. First of all, you should make a thorough, down-to-the-last-detail study of your goods, the book, in this case, to determine all its selling features. Then you should list the various reasons why the prospect should buy, in the order of their importance to him:

The Universal Book of Facts

Chief Selling Points:

The Universal Book of Facts—a one-volume encyclopedia saves you time, because:

1. It combines in one single volume of convenient size thousands of important facts which you can ordinarily obtain only from a large number of different sources.

2. It contains statements of facts in concise and highly condensed form: it omits all unimportant details and lengthy explanations.

3. Its facts are listed under ten departmental headings: Literature, History, Language, Religion, Biography, Politics, Art, Education, and Miscellaneous.

4. It gives much information in table form, thus enabling you to get important data at a glance.

5. It makes this information easily and readily accessible by means of a unique and simple cross index.

6. It contains the answers to thousands of important questions. These questions in the form of a question book are given free to every purchaser.

Other Important Selling Points:

The Universal Book of Facts saves you money, because:

1. It will save you buying many other books: it takes the place of a large number of other, necessary books.

2. Its price (\$9.85) is reasonable and only a small fraction of what you would have to pay for a reference work of similar nature.

The Universal Book of Facts increases your knowledge and so broadens your mind, because:

1. The information which it gives is necessary for every intelligent person.

2. It is interesting.

3. It is practical.

4. It is up-to-date.

5. It is authoritative.

The Universal Book of Facts is highly recommended by prominent educators, authors, and other persons of influence.

Other, Minor, Selling Points:

You should purchase a copy of this book, because:

1. Its appearance is beautiful.

2. Its binding is durable.

3. Its publishers are a well-known and reputable firm.

Having so assembled all the reasons why people should buy the book, the next important step is to study carefully the different classes of possible buyers, their tastes, habits, interests, etc., with the view of ascertaining the kind of appeal which should be used for each individual class. By a class of prospects is meant a number of prospective purchasers with some interest, prejudice, occupation, possession, or other thing, in common.

In the case of the *Universal Book of Facts*, the following list of prospects should be found workable:

1. The woman with children in school.

2. The woman without children.

3. The young man out of school.

4. The business man.

5. The professional man.

6. The farmer.

Should a need for subdivision arise, this could be met easily. Thus, under the general heading of professional men, the more important kinds, such as the doctor, the lawyer, the preacher, the teacher, and others, might be given, and a special appeal prepared for each.

The general appeal to each of these six classes would, as a whole, be based on the same fundamental selling points. However, the order, emphasis, and presentation of these reasons for buying would vary with each class. It is clear that representatives of all six classes of prospects would be interested in the important selling qualities of the book—its time and money-saving features, its value as a reference work, its low price, and so on. These outstanding “talking” points of the *Universal Book of Facts* would form an essential part of every appeal, no matter to which particular class it happened to be directed. Each class appeal, however, would have to be adjusted to the special characteristics of the members of that class.

Every mother is more or less vitally interested in the educational welfare and progress of her children. Hence, in selling the *Universal Book of Facts* to a woman with children in the grade or high school, it would be expedient to stress the practical value and the general excellence of its contents for children of school age, the daily help with such a reference work would be to parents in assisting their children with lessons, and in answering the many questions which children naturally ask. The valuable features of the question book would also be emphasized in an appeal to this type of prospect. Thus it is clear that the sales talk would be based in particular on the natural, instinctive interest which every mother has in her offspring.

The interests of the woman with no children, on the other hand, are quite different from those just cited; likewise her reasons for buying. In this class we may, for example, find a woman who is active and prominent in social affairs. If she can be shown that the *Universal Book of Facts* will keep her well-informed on matters of general and current interest, and will so enable her to hold her own in society, and more than hold it, so far as conversation and conduct are concerned, she may buy the book on the strength of that argument alone. Or, she may decide in favor of it because of the artistic illustrations which it has, or because of its beautiful black leather binding with gold title imprint. Then, too, she may be particularly interested in certain matters covered by certain sections of the book, such as art, religion, language, history, and the like.

The young man out of school, ambitious to advance in his chosen field of work and desirous of increasing his earning power, will

naturally turn to that portion of the book which will give him helps and suggestions on how to do some phase of his daily work better. If, for instance, he has to write business letters in his daily routine, he will find the section on Language and Letter Writing of special value to him.

To the practical business man who is mainly concerned with facts, the book ought to appeal by the "pulling power" of its very name—the *Universal Book of Facts*, and also by reason of its form and general make-up—in use it is so convenient and time-saving. These are factors of efficiency which should mean much to every man in business. Moreover, the chapters of the book dealing with politics, science, history, etc., furnish abundant material with which to gratify the tastes of most business men.

Among the professional men the *Universal Book of Facts* should find special favor with teachers as a quick and handy reference work. This class of possible purchasers would naturally lay stress on the kind and quality of the material given in the book, making sure that it is recent, authoritative, and well recommended.

Lastly, the average farmer, a matter-of-fact man, would find much in this book of facts to suit his taste for practical information. It would answer many of the questions which he and his family are asking in connection with their daily reading, their daily work, their daily life. Furthermore, being often far away from a public library, the farmer would no doubt welcome this book as a means of making his own library more complete and so more valuable.

It should be quite clear from this brief discussion of specific selling points that a prospective buyer in any one of the six classes, while being attracted by the main selling features of the *Universal Book of Facts*, would purchase it only if reasonably certain that it met, in addition to general demands, needs peculiar to his own class. In other words, the general selling appeal would have to be supplemented and fortified by a carefully adapted, specific appeal to each class of prospects.

Taken all in all, the gist of any sales argument is the high degree of utility as compared with the cost of the article to the buyer. Before purchasing, the prospect will ask himself: "Of what possible use and definite benefit will these goods be to me? Is the pleasure which I am to derive from their possession really worth the price asked? And if so, can I afford to pay this price?"

It is a truism that in almost every selling talk a discussion of the cost of the goods to the buyer should be an important part. If the price is either lower or higher than the standard price, it should be made the central sales argument, and the reason for its being low or high, as the case may be, should always be made plain. While under ordinary conditions the main and general "talking points" used in a letter designed to dispose of, for instance, electric toasters to housewives, is convenience—their saving of time, labor, and trouble in preparing toast for the morning, or any other, meal—since there are a number of different makes of electric toasters on the market, it is imperative to show the housewife just why she should purchase, say, the Little Jewel Electric Toaster, and no other.

Now, as a matter of fact, this particular make of toaster is different from others in that it is reversible: all the user has to do to turn the bread over when one side is browned, is to turn the knob. Therefore, to create buying desire for this toaster it would be advisable to "play up" this special feature of the Little Jewel, making it the strongest and most attractive selling point. The price would be mentioned toward the end of the letter, and AFTER the reader has been made thoroughly acquainted with all the important time and labor-saving characteristics.

Suppose, however, we wanted to dispose of a lot of Little Jewel Toasters at a reduced price, because they were slightly damaged, or because they were part of an odd lot, or because of the approach of the twenty-fifth anniversary of our business, or for any other, good and legitimate, reason. Immediately the price would become the dominating sales feature of this article and all other "talking points" would have to be subordinated to it.

In sum, in constructing a sales letter it is all-important to select the chief selling point first, and to make it the heart of the entire message. And even though other, less important, grounds on which the prospect should buy, may be advanced in the same letter, the main reason for buying should command the reader's immediate attention: it should stand out over all others definitely and clearly. It should not be buried in a mass of detail. On its forceful presentation the writer should concentrate his most careful and most persistent efforts.

The Use of Descriptive Explanation to Stimulate Desire to Buy.—The most effective means by which to produce desire is

descriptive explanation, which can best accomplish its end if it has certain important characteristics:

- (a) It must stir the reader's practical imagination
- (b) It must be definite
- (c) It must be interesting to the reader
- (d) It must be pleasing

To avoid making the letter very long, tiring the reader with a lengthy description of details, the writer of sales letters should select with care a few outstanding, and to the prospect interesting, features of the article, and then concentrate his description on them. All other essential selling qualities of the article should be exploited and described fully in an attractive, well illustrated booklet or folder of such size that it may be used conveniently as an inclosure with the letter.

(a) *It Must Stir the Reader's Practical Imagination.*—Usually a strong appeal to the emotions of the reader will do this best. Draw a vivid and realistic word picture of the various uses of the article or service to suggest emphatically definite and positive advantages which its possession will bring to the user. Let your reader see himself enjoying the benefits of the goods in which you are trying to interest him. Do this in a manner so suggestive and subtle, choosing your words so skillfully, that his attention will be drawn to your description without his realizing it. Often a few well-selected words will suffice to call back to the reader's mind past agreeable and pleasurable feelings which he would doubtless enjoy experiencing over again. Play on your prospect's imagination. Start him to think about your goods by visualizing such of their qualities as are likely to appeal to his tastes and fancies.

Thus, if your purpose is to describe an electric toaster effectively to the housewife, keep before you constantly the fact that you are selling not a piece of nickel-plated mechanism, but a little fairy, as it were, always ready and always willing to assist her in preparing delicious, golden-brown toast for the breakfast table quickly, economically, and conveniently. If you are trying to market a book of stories direct by mail, you are selling not so much paper and printer's ink, but so many delightful hours of restful pleasure and contented happiness which the reading of the book will bring. And if automobile tires constitute your offerings, remember, it is not so many pounds of manufactured rubber you

are wanting to dispose of as it is so many thousands of smooth, uninterrupted, and easy-riding miles.

Is there anything more prosaic, more impersonal, and more unattractive than a course by correspondence—so many books to wade through alone, so many dry facts to remember and digest, so many troublesome test questions to answer, and so many never-ending lessons to write out? And yet, thoughts such as these seldom, if ever, enter the mind of the average prospective correspondence school student, simply because the correspondence school, the seller, knows that it cannot awaken buying desire for its service unless instruction by mail is visualized to the prospect as something very much alive, intensely interesting, and entirely personal. Therefore, the letters and lessons which a correspondence school sends out are full of interesting and enthusiastic statements designed to paint a glowing, colorful picture of its service, with the view of winning a sympathetic reading. Note how the writer of the following lines plays on the reader's practical imagination in his endeavor to make the correspondence course attractive.

This Master course in Modern Business Letter-Writing is more like a modern school building with fifty class rooms, in each of which nearly the whole of the principal wall is a window of crystal-clear glass.

Into each classroom comes a teacher from the business world, one who has just wiped from his hands the traces of doing what he is about to teach, one whose right to teach others is written in the ledger of *results*.

In simple words, with vivid pictures taken from his own experience, he makes clear some fundamental principle in business letter-writing.

He is followed by another, who lays down before the class some of the shining tools of the letter-writer—business building English—and demonstrates the right use of each.

And then the members of the class turn towards the window; it is flung open, and there before them is a bit of the business world—a living problem-picture in which they can both see the actions and hear the words—chosen to illustrate the application of a particular principle in business letter-writing which was covered by the first speaker.

Perhaps the picture represents a sales conference in which an important promotion letter is being considered. The students take silent part in the conference, imagining themselves to be the man who is to write the letter when its nature and contents shall have been discussed and outlined by the conference.

And then each actually does write the letter and leaves it to be criticized constructively by an instructor who has himself done good work with letters. This criticism is returned to the student, and with it comes a copy of the real-life letter that actually solved the situation!

Remember, there are fifty classrooms—each with its practical teacher, each with its master tool maker, each with its practical-problem picture, each with its constructive criticism, each bringing to the student another master letter. Remember, too, that in correspondence work each student is the whole class.

Never before was there devised so delightful a method of higher business training. Here are no dust-dry text-books, no weary lectures dragging their interminable length through the evening hours, no dry-bones problems to be fashioned laboriously into Frankensteins of flesh and blood, but really living, rushing, story-style bits of business life, lifted from life and set before the student full of vitality and interest.

This Master system has made of home study a gripping game, and a game in which the players gain in power through actual practice; power which can be applied at once to the problems of their own business life; power which can lift them far out of the ranks of detail-workers and place them at the desks of the great business-builders upon whom depends the whole world of commerce and industry.

Study also the following examples of description that grips the reader's imagination:

EEZY Pillows are soft, smooth, fluffy and buoyant—coolly fresh—luxuriously full. They are honestly stuffed; they won't leak feathers, pack nor get lumpy; and they will hold their shape through long, constant use.

And what is a Maisonette, that it should be so popular?

Not an apron—quite—it has such grace of line, such perfect fit. It has the over-the-shoulder sleeves, a collar; it is a complete, a charming outfit.

Not a dress—quite—it is so much easier to get into, with no such burden of hooks and buttons. You just slip it over your head and fasten the belt or sashes. There you are in a snug little house-costume.

(b) *It Must Be Definite.*—Descriptive explanation must be to the point. It must in few words picture with exactness the article which you are trying to sell to the reader. It must make a definite, unified impression on his mind, one which is not likely to be erased from it for some time.

General and vague statements, such as are used in the following loosely-constructed paragraphs, lack force and vitality through failure to produce a definite and vivid picture; they should have no place in business writing:

These houses were designed primarily for outdoor sleeping purposes,

to be used on the lawn at home, but they are so adaptable for various uses that we find them used now in a great many ways.

They are not tents in any sense of the word. They are houses covered with canvas, so constructed as to be easily and quickly erected or collapsed.

Now contrast with the foregoing, these specific and definite pieces of description and explanation:

You will find **THE NATIONAL FARMER** more than a mere magazine, more than guess or theories about what a farmer should do to win greater success. For our editors do not put into this publication what **THEY** think. They go instead to successful farmers, to men who actually **DO** things, and get these men to write out of their own experience just **WHAT** they do, **HOW** they do it, and **WHY**. Their reports are then gathered together, analyzed, compared point by point and published—so that every issue of **THE NATIONAL FARMER** brings you into vital touch with the very latest and best methods of other successful men about whose ideas and policies you would perhaps otherwise know nothing.

This book throws the mantle of personality over the old heroes of history. Alexander is there—patriot, warrior, statesman, diplomat, crowning the glory of Grecian history. Xerxes from his mountain platform sees Themistocles with three hundred and fifty Greek ships smash his Persian fleet of over a thousand sail and help to mould the language in which this paragraph is written. Rome perches Nero upon the greatest throne on earth and so sets up a poor madman's name to stand for countless centuries as the synonym of savage cruelty. Napoleon fights Waterloo again under your very eyes and reels before the iron fact that at last the end of his gilded dream has come. Bismarck is there—gruff, overbearing, a giant pugilist in the diplomatic ring—laughing with grim disdain at France which says: "You shall not." Washington is there "four-square to all the winds," grave, thoughtful proof against the wiles of British strategy and the poisoned darts of false friends; clear seeing over the heads of his fellow countrymen and on into another century, the most colossal world-figure of his time. The author covers every race, every nation, every time, and holds you spellbound by his wonderful eloquence. Nothing more interesting, absorbing, and inspiring was ever written.

Always, the description should be couched in terms that will establish to the reader's full satisfaction the reasonableness and downright honesty of the writer's statements concerning his product. Such writing will produce desire to purchase by getting the prospect first of all to believe in what the seller asserts in behalf of his goods. Extravagant claims are unbusinesslike. They suggest insincerity on the writer's part, and always tend to arouse the reader's suspicion—a negative, confidence-destroying

sentiment which is unconsciously transferred to the goods themselves, and the seller's methods of doing business. Observe how the following boastful statements arouse doubt and suspicion in your mind:

Just now we want to make you THIS REMARKABLE HALF PRICE OFFER—The *most remarkable* thing about our diamond is that (unlike the white sapphire, topaz, and other diamond substitutes) it has the flashes of rainbow fire and play of sparkling color that you see in the *most expensive*, fresh-water South African diamond.

I want to give ABSOLUTELY FREE the *most interesting* book ever published on Detective work. There isn't any other correspondence school that makes a proposition like this. We make it because we are not like any other school.

We can fit you to take the MOST RAPID dictation—to do the MOST DIFFICULT newspaper work—to master shorthand completely in *thirty days*.

(c) *It Must Be Interesting to the Reader.*—To make the descriptive explanation attractive it is necessary to select and emphasize details in accordance with the reader's needs, to concentrate it on those definite selling features of the article or service which are most likely to appeal to him. There is nothing in the following paragraph to rouse the reader's enthusiasm over the benefits of the service he is being offered. These vapid sentences lack the human touch, the "you" element, the power to impress themselves positively on the other person's mind: they lack effective description and explanation:

Our courses in Journalism, Story Writing, etc., have been the means of helping thousands of writers, some of whom have become quite prominent and successful, to gain a foothold with the leading magazines and the best producing companies. Probably no institution is better equipped to train students successfully in this work.

Now study the forceful appeal to the reader's practical imagination in the following lines, which contain just enough "you's" to produce a strong personal effect:

Just imagine a mighty black bass striking your lure at the end of a well-made line—imagine him going down through the cool, weedy depths, making the line fairly sing in the way it cuts the water—imagine how this plunging, jerking, spirited fighter makes your frail-looking, slim, six-

ounce rod bend to the danger point. Ah! No wonder you give way to him, fearing to attempt to hold by main force.

Splash, and he darts to the surface and in a seeming frenzy throws himself into the air, a shining, silvery, quivering mass, filled with fight and anger. Splash! again—and he dives down to the bottom; you feel the burn of the silk line as it slides through your almost trembling fingers.

By now he has you sweating; you start to get up, you sit down, you are on the anxious seat every one of the seconds which seem minutes.

(d) *It Must Be Pleasing.*—As a general rule, description should give rise to agreeable feelings. Your appeal should be to the reader's highest and best emotions. Remember, doubtful, negative statements, unless they are used purposely for an appeal to the instinct of fear, are out of place in constructive business writing.

Observe the unfortunate suggestion created by the use of the words "junk" and "stung" in this paragraph:

We do not handle "junk." We sell only the best merchandise that it is possible for us to get. Our customers have learned that "shopping" does not pay in the end, because they are bound to get "stung" the greater part of the time.

Instead of impressing on his prospective purchaser the fact that his "machine is built to last," as he intended, the writer of the following sentences suggests "high resale value"—the end of the machine's usefulness to the reader:

This machine is built to last, and if you take care of it, there will always remain a high resale value. You cannot lose. Come on, let's go!

The suggestion of having "three black beasts," etc., in his automobile is so negative in character and so lacking in efficient salesmanship as to disgust the recipient of the letter if he reads it at all:

There is no sense at all in being afraid of the three black beasts that lurk in YOUR automobile.

Beast No. 1, of course, is the ferocious fellow who rests so heavily on your tires that every sharp-edged stone you may run over is liable to cut through and result in immediate or future trouble. It is this beast, too, which gets inside the tubes, and blows and blows until your tire blows out.

Notice now, on the other hand, the cheerful, glad and confident tone that pervades the examples given below.

And all this glistening, gleaming whiteness is YOUR work, Bon Ami!

At your soft touch the dull and dingy becomes the bright and shining. You cast your spell upon my grimy tub, and in a moment it stands forth like a piece of spotless china—and the nickel-work like new silver.

Up and about for a bright and cheery breakfast, first at the table when luncheon time comes around; demure and satisfying at the intimate tea time hour—glistening and dignified as dinner's gong is heard. What a life for a set of china!

The Johnson was built to be operated by a woman in her home. It is mechanically simple and strong. Nothing can get out of order or confuse you. Two handles completely control both washer and wringer. Neither cylinder nor tub can rust. The entire washer is so compact that it takes up but a few feet of floor space. Its rollers permit you to move it from place to place without harm to the floor.

Conviction

After the reader's attention has been attracted to an article and his desire awakened for it, the next and third step in the selling process is to convince him that it is exactly what he wants and needs, to show him the disadvantage, inconvenience, and loss of doing without it, and to prove to him definitely and conclusively the readiness of the seller to back up all claims he makes for it. In a personal sales talk conviction depends largely on the honesty and sincerity of the salesman. "Is the tone of his voice sincere, convincing?" "Does his story ring true?" "Are his manners and general appearance in full accord with his utterances?" The success of the effort to sell depends to a large extent on the answers to these questions. For, no matter how much "proof" the salesman may furnish to convince his listener of the truth of his claims, the latter will not buy unless he is absolutely certain of the former's honesty and straightforwardness, unless he is positively sure that the salesman himself is sold on his goods.

Much the same conditions prevail in the case of the sales letter. If the description of the article inspires the reader with confidence in it and in the seller, then the mission of the letter is likely to be successful. At any rate, its task has been made much lighter.

Though there are four stages through which the mind of the buyer is said to pass, one cannot liken the process of a sale to a railroad train and say that there are four distinct stations at which it stops on its journey to the completed sale. On the contrary, it is usually difficult, if not impossible, to tell, for instance,

just when and where desire leaves off and conviction sets in. Thus, a woman of means in a large city passes by a show window in which a number of children's toys are displayed. Her attention is at once attracted: she stops to look for a moment at the assortment of playthings. A thought of the amount of pure delight which her little boy at home would get from a certain toy in the window flashes through her mind. The next minute she may be seen in the store asking a clerk for the toy. In this case the four steps of the sale were taken probably in less than five minutes. The attention which the plaything drew ripened at once into definite desire at the thought of the youngster at home. The appropriateness of the article and its reasonable price so effectively stimulated desire to own it, and so thoroughly convinced the buyer of her need that she could hardly resist converting her thoughts into immediate action by purchasing the toy. Had it been an expensive one, the woman might have hesitated much longer before stepping into the shop; and the chances are that had she been a person of very moderate means, she would not, because of its to her prohibitive price, even have thought of buying the plaything.

In a letter, as a rule, the writer should make every effort to induce the reader to focus his thoughts not on the cost of the goods, but on their value to the prospect. For, the seller has learned that a sale will result in most cases only when the idea of the value of his offerings overshadows in the prospect's mind the opposing thought of having to give up money. Note, for instance, how the author of the following lines seeks to get his reader to forget about "whether or not you want to buy the Belz System," and by thus forgetting prompt him to think of the results and the success which the System will bring, and so decide in favor of it:

You must not hold back or hesitate about little things, such as whether or not you want to buy the Belz System—that is an insignificant trifle compared to the thing at which you are aiming. Own the Belz System and everything that goes with it, just as quickly as you can—grasp every benefit, every helping hand held out to you. What you want is the result, the achievement, the success, the fruitful reward of your efforts, the glad tidings that your work has been accepted or the news that your play will go on the screen, or your story on the news-stands.

In conclusion, convincing the reader of a letter of the selling features of a certain product means giving him definite, concrete

proof of their existence. Such proof may take any one of the following forms, which are here given in the order of their effectiveness:

1. Statement of Definite, Established Facts or Statistics

1. Last year I wrote to a selected list of 1148 good merchants who had never sold WINNER SHOES. Five hundred and two of them, from Oregon to Texas, asked for samples. From this total of 502 I have already had 639 reorders—AND THEY ARE STILL COMING IN!

2. A Pullman car conductor employed his odd moments so profitably that now he gets \$65 a week as western representative of a large advertising agency; a stenographer laid aside her note-book and pencil to earn \$250 a month writing advertisements, and a window trimmer at 35 studied advertising and got \$80 a week as advertising manager of a large western department store.

3. At a tractor demonstration held by the Jones County, Iowa, Farm Bureau a five-horse team pulling a 16-inch plow was put in alongside the tractors. Accurate records were kept, and it cost \$4.75 an acre to plow with the horses and \$1.65 an acre to plow with the UNION tractor.

2. Testimonials from Users

4. This is what Mr. J. F. Lemmon of Santa Maria, California, says about his Mercura Tractor:

"I have had my Mercura No. 18789 almost three years now. I have replaced only a few minor parts on it since I bought it. The total cost of repairs on it has amounted to only about \$100. You can sure put me down as a booster for the Mercura Tractor."

5. Here's a portion of a letter which came to us today from Mrs. Mildred Anderson, Cheery Lane, W. Va.:

"Your lessons are proving a great benefit to me in originality and combination of appropriate lines and lovely colors.

"Your criticism and interest in each design has been most encouraging and helpful, and I feel sure that success will, with the help of the Fashion College, reward my efforts."

3. Reference to Satisfied Users

6. The LIGHTNING CASH REGISTER is used by the following merchants and business men in Corvallis:

The Wells Grocery Company,
Maxwell & Brewer Clothing Company,
The Peacock Restaurant,
The Benton County Hotel.

7. If you want the names of our CONTENTED CUSTOMERS, drop us a line. We shall be glad to furnish them.

4. Offer to Send Free Sample

8. NOW is the time to prepare for those cold, snowy mornings. Get our samples of mittens—prepaid. Return any you don't want, and keep the rest to order from.

9. Test Victoria Shampoo for yourself. Use the sample which we are sending you today by parcel post in accordance with the directions on page 6 of the enclosed booklet every ten days. You will soon find your hair grow thick, long, and beautiful.

5. Offer to Send Goods on Trial for Test

10. I am attaching my personal check for 15¢, so that you may make the Standard Galvanizing Test, mentioned on page 8 of the catalogue, at my expense on the sample of Miller Double Galvanized Fence Wire which I am sending you.

Five cents will buy enough Blue Vitriol to make the test, the other ten cents will help pay for the five minutes' time it will take you to thus *find out for yourself before you buy* that Miller Double Galvanized Fence Wire is from two to three times more rust-resisting than ordinary fence wire, and therefore from *two to three times more durable*.

(An original and effective method of submitting "proof," though the prospect may not cash the check—in this particular case it formed the upper part of the letter sheet and was detachable—its very appearance as part of the seller's offer is good "proof.")

11. A trial will convince you that the SPEEDORA is the simplest, speediest, most accurate, and most economical duplicator you can buy at any price.

Use it for ten days—test it thoroughly. If it does not give absolute satisfaction, send it back.

12. We offer to send a CONQUEROR to you on thirty days' free trial WITHOUT A PENNY IN ADVANCE. We ask you to use the separator for thirty days at our expense. Compare it with all other separators. Test it in every way. Then after thirty days, if you are not more than pleased, return it to us at our expense, and we will promptly refund the freight charges you have paid.

6. Offer to Refund Purchase Price in Case of Dissatisfaction

13. If you do not find that COÖPERATIVE SERVICE applied in your office will do all we claim for it, you may return the book to us, charges collect, and you will be under no obligation whatever.

14. Your enrollment is accepted on the distinct understanding that if, when you have completed the course, you yourself are not entirely satisfied

with it, every penny you have paid will be refunded to you. All we ask is that you give the course a full and fair trial to convince yourself of its value to you.

Action

1. *The Climax of the Letter.*— The effectiveness of every “single” complete sales letter is measured by the number of profitable returns it brings—by the number of orders it records in the firm’s order book. There is really no one part of written selling talk more significant than its close. It is at once the climax and the crisis. It either wins or loses an opportunity, an order, a customer. It either nullifies completely the composite effect which the beginning and the body of the letter have so far made on the reader, or it brings such an effect to a turning point—action.

Before the reader will take the last and most important step, his natural hesitation will have to be brushed aside and his habitual inaction turned into willing action. This is needful because most people dislike placing themselves under any, even the slightest, obligation, especially when to do so is likely to affect adversely the size of their pocketbooks sooner or later. This, by the way, accounts for the popularity of “This is not an order” or “Putting your name on this blank places you under no obligation to buy,” statements found frequently in the clinchers of printed and written sales appeals.

In some of our large cities, owners of a certain class of second-hand jewelry shops may be seen standing in the doorways of their stores ready to urge the vacillating, doubtful, and undecided prospect who is looking at the window display to come into their place of business. And how well they know that once he is inside, his interest and desire for the goods can by means of timely suggestion and suitable inducements be ultimately converted into cash in the drawer. In other words, “He who hesitates” before their show windows is very likely to be “lost.” As a matter of fact, these traders go even so far in their effort to secure business as to hail passers-by—former customers—and so to get them into the store by winning smiles, encouraging remarks, offers of special bargains, and the like. They have learned that in order to get people to buy, it is profitable to make it as easy as possible for them, and to do most of the work, yes, in some cases, even the deciding, FOR them.

Since the final aim of the sales letter is essentially the same as that of the personal salesman—profitable response—the methods employed to realize this common end are also much alike. These will be taken up next.

Concessions as a Means of Hastening Action.—Concessions—special reasons why the reader should buy immediately—are a common and effective means of changing indecision into decision and prompt buying action. If it has been decided to use a special inducement to promote response, then this should be done in frank, straightforward, and businesslike fashion. More important still, the buyer should always be given a good reason for the concession. For example, he will want to know just why the seller is able to quote attractive bargain prices on standard goods. If he is given no plausible explanation for the price reduction, he is likely to regard the offer suspiciously, and to discount the quality and value of the goods for sale. It is good business therefore to let the other person know why you can reward him for immediate response and action to your appeal.

Below are given examples of some of the more common forms of inducements:

Reduced Price Offer for Limited Time

1. This course is now offered to you for the last time for \$50. This special price offer will positively expire April 5. You, however, will be given ten days' grace. In other words, we will enroll you as a member of our Institution, provided your enrollment is in our hands by April 15.

2. Don't forget the date—January 15. The Board of Directors of the Institute will meet on this date, at which time they will definitely announce the withdrawal of the present, low scholarship rate of \$85.50 for the complete course in Salesmanship. Therefore, if you act promptly, you can still avail yourself of the present low rate—a figure that is well within the reach of every business man or woman.

Announcement of Increase in Price

3. It has been the general policy of our institution to make the charges for our services as low as possible, but the increased cost of technical and clerical assistance, and the changes which we have found it necessary to make in our methods in order thoroughly to cover the needs of subscribers, have convinced us that an increase in the charges is necessary, both in the interest of our subscribers and the extension of our work.

The charge for our service, therefore, has been increased to \$30, commencing Monday, December 1. To take advantage of the present low rate of \$25 for one year's service, you should send the inclosed application on or before December 1.

Offer of Additional Value for Limited Time

4. As an extraordinary inducement for you to join the practical Public Speaking class, which is now being organized, within thirty days from date, we will give you *two special correspondence courses* for the price of one. Remember this offer is not available after the date mentioned.

Withdrawal of Offer Hinted because of Limited Facilities

5. Now is your time! Our offer is limited because our Service Bureau can handle **ONLY SO MANY CASES** like your own. Therefore, our friendly suggestion is that you do not lose a single moment accepting all the benefits offered you by our service.

Offer of Additional Value for Cash Within Specified Time

6. If you will send cash with order for our Safety Automatic within ten days from receipt of this letter, we will send you an excellent leather holster, designed and made especially for the Safety Automatic Pistol, free of charge.

Emphasizing Easy Terms of Payment

7. As you know, it is not necessary for you to pay the entire amount of \$100 at one time. If you find it more convenient, we shall be glad to arrange for a payment of only \$10 with your enrollment and \$10 a month for the balance.

8. To put our remarkable Service within the reach of every ambitious young man or woman, we have decided to reduce our monthly installment fee from \$10 to \$7.50. Could any offer be fairer than this?

3. *Means of Simplifying Action.*—Strong evidence of the reader's need for the goods, positive proof of their meeting his need, and special reasons why he should buy at once have been placed before him in logical, climactic sequence, all for the sole purpose of winning his business. At this particular stage of the sale the flame of desire may be burning at its brightest, and a decision to purchase may have been made. To keep both desire and decision alive and active, show the prospect the way to action. But remember his inherent disinclination to ordering, paying out money, placing himself under obligation, in fact, doing anything which he does not have to do. And show him the smoothest and least-effort-involving way to action. Make response on his part a matter so light, pleasant, and attractive that he will have difficulty *resisting the temptation to respond*. Trouble him not with cumbersome order blanks which he is to fill out, neither ask nor expect him to write you a long reply. Instead, follow the salesman's course of action who, seeming to expect to get the order as a matter of course (and showing this conviction in his talk and behaviour), leisurely places

a blank before his prospect, and proffering his fountain pen, deftly says: "Now just put your name right here, Mrs. Brown, please." And in many cases Mrs. Brown will find it hard not to follow his suggestion because it is such a simple and natural thing to do. Note also that the salesman does not ask his prospect to "sign" her name, for that might bring especially to a woman's mind a vision of some formal contract, which alone would suffice to keep her from ordering because it would strongly suggest assumption of important legal obligations.

Coin cards, stamped envelopes, return post-cards, simple order and application blanks, and many other forms of inclosures are used to reduce effort on the part of the reader to an unavoidable minimum. Often the mere sight of a stamped card or a stamped envelope is strong enough temptation to mail it. At times, however, the margin of profit on the goods offered direct by mail is so small as to preclude the expense of stamped cards or envelopes as inclosures. No matter what form of inclosure is finally decided on, the recipient should be able to convert his decision into action in little time and with little effort. Placing a single pencil check mark on a card that is already addressed and stamped, or slipping a coin into a convenient card and mailing it, helps the prospective buyer to take the final step conveniently, quickly, and unhesitatingly.

Consider now the following examples:

1. Don't bother to write. Merely inclose your remittance with the convenient order form and this famous book will come to you promptly and all charges prepaid.

2. SIGN THE POSTAL.

A PENCIL WILL DO.

THANKS!

NOW MAIL IT.

3. We take all the risk—stand all the expense. Send the convenient examination slip—TODAY.

4. Your Wonder Electric Cleaner is ready for you now. Just 'phone Bell 8592.

5. Pin a \$10 bill to the inclosed application blank, slip both in the inclosed envelope and mail NOW before you forget it.

6. Fill out the inclosed Guarantee NOW. Put it in the mail before you lie down to sleep tonight, and it may indeed mean for you the Dawn of a New Tomorrow.

7. Simply sign and send the inclosed telegram at our expense today.

8. Look in your back pocket right now and see if there is not a TEN SPOT itching to get out and do some real work for you. Give it a chance. Pin it to the attached order blank and mail it NOW.

4. *The Positive, Suggestive Urge.*—After all obstacles have been removed from the reader's pathway to action, he is urged in the last sentence of the letter to respond immediately. Usually a positive, direct suggestion in the form of a psychological command serves this purpose best because it is a comparatively easy matter for most people to obey—they learned the habit as children—to comply with specific, definite requests. In all cases, however, where the "Do it now" style of close would appear too insistent, it may be softened to the less harsh "Why not get the benefits from these reduced rates by mailing the inclosed card now?" or "Don't you think you had better take advantage of this offer by clipping and mailing the coupon at once?" style of close.

Last sentences should produce lasting impressions. Whichever form they take, they should be specific, positive, and fresh. The "Hoping to hear from you by return mail" ending is lame and useless, and the "Do it now" closing is becoming shop-worn. Consider, for instance, how the ending of the following letter would have been STRENGTHENED BY THE OMISSION of the last, weak sentence:

Send in your application TODAY, so that you can start on the road to success without delay. You can use your spare time for study—there is no extra expense if you take more than a month.

Hoping to hear from you by return mail, we are, etc.

Compare the ineffective and negative last sentences in group A—they fail to stimulate action and make it easy for the reader to put off doing what the writer would have him do—with the clinchers given in group B, noting how specific, direct, and positive the latter are. In some cases you will find in them, in addition to the psychological urge, a short sentence or two emphasizing for a last time the chief selling point of the goods.

A

1. Hoping the steps we are taking in your behalf will result in your new building being equipped with heating apparatus from our highly perfected lines and assuring you of our desire to be of service in matters pertaining to heating, we are.

2. Trusting you will arrange to put a Universal Heating Outfit in your building at the present time, and awaiting your future commands, we are.

3. We hope that you will be interested in further facts on this matter.

If so, you will incur no obligation by filling out and returning the inclosed blank.

4. Hoping to have the pleasure of serving you, we are.
5. Awaiting the pleasure of receiving your order, I remain.

B

6. Here's our rate card. The forms for that Winter Number close October 20. Catch your customer in the very act of shopping—NOW!

7. You need this practical business book. You need it right away. Use the order blank on the back. It will pay you golden dividends.

8. You need a powerful tractor—that will do all your work—one that is so built that any ordinary man can take care of it. You need it now—in time for your fall work. When can our man call and talk the matter over with you? A card is inclosed for your reply.

9. Send us a wire collect for a delivered price on the HOMEY HOME you like best. But above all—ACT QUICKLY! If your wire is received for Order No. 201, we shall not be able to accept it and you will lose between \$300 and \$400.

10. The strong forces for success in any man's make-up are power of decision and ability to act. Do *you* possess these qualities? Will you accept this cordial invitation to enroll in this specialized management training which leads to the largest opportunities existing in the field of business today, and mail the inclosed blank for membership NOW?

11. This is YOUR opportunity. Are you going to pass it by and later regret it, or are you going to grasp it, and be glad you did?

Which will it be? This not-at-all-impossible future, or your present status? It's up to you.

12. Won't you mail the inclosed card to Mrs. Moses Miller, Head of our Special Service Department, today, please?

13. 'Phone your Garner Corsetiere and arrange to have her come to your home. You will not obligate yourself in any way. Do it now while you think of it.

14. Fill out the inclosed Guarantee, attach \$10 remittance, and mail them with no further hesitant thought. The Hoppers, Wishers, Wanters, and Waiters of Life are those who let petty doubts and sordid small things stand in their way.

BE FAIR TO YOURSELF AND YOUR NOBLE AMBITION! Act today—if you would have all the future filled to the brim with happy fulfilment. Cease to dream! DO!

MISCELLANEOUS PROBLEMS IN WRITING SINGLE SALES LETTERS

1. The following are beginnings which were used in letters designed to

interest men in a medium-priced automobile. Criticise them; then write other openings to take their places.

- (a) The best thing that can be said about a cheap article at a low price is that it teaches the user that price saving is the wrong way to figure economy. This is particularly true of an automobile.
- (b) Quality is an article like a railway ticket. The looks of two tickets may be the same, but one may take you twice as far as the other.

2. Criticise the following opening of an unsolicited sales letter, about twenty paragraphs in length, designed to sell land:

Dear Friend:

Owing to the scarcity of print paper and the price—making it absolutely prohibitive as a filler for wastepaper basket—I will not bother you with a long letter.

Having, however, a proposition I feel sure would interest you, if you knew of it, I am taking this means to ask the privilege of sending you complete details.

3. Rewrite properly the following beginning of a letter intended to interest the reader in Airedale dogs. Make sure that your paragraph has the prospect's point of view.

Dear Sir:

In this list I will give you some fine big fellows. They are fine, big, well-bred Airedales, good hunters and watch dogs, fine Auto dogs, and fine, all around workers and pals. Every one of them is registered and you will get full pedigree and register certificate with each dog.

3a. In the same letter the following description appears:

IOWANA STICKEEN: This is a fine young dog and a dandy good one and fine in every way. He is grizzle and tan and a fine, big fellow. He killed one wolf as old as he was when he was seven months old, and he is a game Airedale in every way, and is certainly a dandy. He was whelped October 10, and is nearly a year old. He is well car-broken, house-broken, a fine pal, a fine hunter, and is as fine a dog as you will find anywhere. He will make good for you and he is of the Mountain View Breeding and was raised in Wyoming. He is a real dog from the country, where they grow for business.

Now this fellow is as nice as can be, and we will take \$60 for him. You will receive full registration certificate with him, and he had the very best of breeding back of him.

You are now asked to prepare a description of the dog to take the place of the description given above. It should be concise, definite, and interesting.

4. Revise the following beginnings, making them fresh, original, and definite:

- (a) Have you ever stopped to consider the fact that your automobile saves you a lot of time, that it gives a wide scope to your activities?
- (b) We desire to call your attention to Conness Tires, and to the fact that we believe you would find them very economical for use on your car.
- (c) This letter will interest you, as it contains something of vital importance to you. In your shop you will have repeated opportunities to sell auto enamel, chamois, sponges, etc. When people put their cars into a garage, they do so because there is something wrong; sometimes they know what the matter is; more often they do not. In any event they take your word for it. Your opinion has weight with your customers. Now suppose you suggested painting, following up the suggestion by calling their attention to the color display, and emphasizing the fact that due to the high cost of labor and material, many cars are being painted at home. You can sell him Dura Auto Enamel!
- (d) We want to tell you about our latest product—the N & N Separator. We have been building separators for over thirty years—and the N & N model is the finest, most up-to-date, and most convenient separator we have made.

5. Prepare a brief, *definite* description of any one of the articles named below, such as might be used in a sales letter designed to dispose of it.

Unless you are very familiar with the article, it will pay you to visit your local store to have it demonstrated to you.

- | | |
|--------------------------------|-------------------------------|
| (a) An electric toaster. | (h) A cream separator. |
| (b) A coffee percolator. | (i) A gasoline engine. |
| (c) A small oil heating stove. | (j) Your favorite automobile. |
| (d) A phonograph. | (k) A dog. |
| (e) A small writing desk. | (l) A motor-boat. |
| (f) An incubator. | (m) A canoe. |
| (g) A stump puller. | (n) A revolver. |

6. From advertisements in old magazines and newspapers, clip two sets of beginnings illustrating the following types:

- | | |
|-------------------|---------------------------------|
| (a) The question. | (c) The statement of fact. |
| (b) The command. | (d) The statement of condition. |

7. Analyze the following single sales letters in accordance with the examples given on pages 264 to 269, Chapter X. Point out both the strong and the weak feature of each letter. Suggest improvements.

(a)

Christmas 1922.

Dear Friend:

At the Warren Shops we manufacture a good many beautiful things,

but in one line we surpass anything made in America. That is the line of hand-pounded copper.

There is no use trying to describe these exquisite things. In tint, tone, workmanship, and general design they escape the lure of language. And therefore, I have just sent along to you one precious piece on inspection. I know you will be interested in it at this Merry Christmas Time, when rare and unique things are being sought.

If you care for anything more, we should be glad to send it along on inspection if you will signify your wishes. Or, if your wants are already supplied—bless my soul! just return the Good Stuff.

With all kind wishes,

Sincerely,

P. S. If you wish to keep the vase, send back this letter with \$2.00.

(b)

Dear Sir:

Have you ever sat behind the steering wheel or had the pleasure of being a passenger in the Model 85 FIRELIGHT? If not, you have missed some of the joys of motoring.

This car, with its ease of operation, its light weight, its short running radius, refinement of lines and finish—such as walnut moldings, steering wheel and dash—sets an entirely new standard in automobile values, a value so obvious that it can be recognized as readily by a man with no technical knowledge as by a trained mechanic.

Its capability of idling down to one mile per hour when necessary, and immediately picking up speed again without the shifting of gears, makes it an ideal car for town driving.

Our closed models are unsurpassed for finish, beauty of lines, and details.

We wish to extend to you a cordial invitation to call and see the chassis now on display on our salesroom floor, and we shall be pleased to take you for a ride in this wonderful FIRELIGHT. We assure you that you will receive only the most courteous treatment and will not be annoyed by any unpleasant solicitation.

Awaiting the pleasure of serving you, we are

Very truly yours,

8. Assume that you are the sales manager of the Worthington Electric Store of your city. You have just received a fresh supply of Little Jewel Electric Toasters, which retail at \$5 apiece.

To push the sale of these toasters you have decided to send out a sales letter to housewives of your city. The purpose of this letter is to induce buying action by describing vividly and forcefully the usefulness and

convenience of the electric toaster. Make use of as many selling points as you wish. Concentrate on one or two.

Ask your reader to visit your store at any time on Monday, Wednesday, or Friday afternoon of this week, when you will give a practical demonstration of the toaster. On any one of these afternoons every prospective customer who brings your letter to the store will be served a cup of tea or coffee, and also a few slices of toast, prepared on the Little Jewel Electric Toaster by the head of your cooking utensils department, free of charge.

NOTE.—Before preparing this assignment, stop in, if possible, at your local Electric Store, and ask the salesman to demonstrate an electric toaster to you.

9. Carefully analyze, then thoroughly revise the following sales letter:

Dear Prospective Customer:

We have your name and address on our list of poultry owners and we are taking the liberty of sending you our illustrated folder.

We believe you will give it the same consideration, had you written for it. We are not advertising these machines nor are they sold through dealers, thus the customer is saving the additional cost. All machines are shipped direct from the factory, and, being one of the largest manufacturers of incubators and brooders, an additional cost is saved on account of large production. Thousands of poultry raisers are well satisfied with the quality of the machines and the results they produce.

We trust you will take the time to study the splendid illustrations as shown in folder and no doubt you can appreciate how our method of construction insures economy in operating. It is our aim to give the lowest price on incubators and brooders, but you understand, while these machines are low in price, they are not cheap in construction, for they are made to last a lifetime, and they are so arranged that any one can be successful with them with the least possible effort.

The brooder is easily cleaned and is equipped with a large oil tank. This brooder will raise every chicken worth raising. It is a convenient height, is well lighted and the heat radiates from above which is the natural way.

We know there are cheaper machines, but we feel when the material is considered and the construction of our OMA Hatcher, as well as the many nice features and our economical selling plan, that no doubt will remain in your mind as to the best value. Don't fail to read the Modern Features on inside of big folder. They are important.

We believe you will make no mistake in sending your order. We have the machines ready and shipments will receive careful attention. We hope to have your order by return mail, and remain,

Yours respectfully,

10.

Golden, Colorado,
6/17

Mr. Geo. Richardson,
624 Eutaw St.,
Omaha, Nebr.

Dear Sir:

Your's of 14th inst. at hand. Rates are \$6 per day, \$40 per wk. for one or \$60.00 for two in a room, one bed.

Trusting this may prove satisfactory, and that we may hear from you when to make reservations.

Very truly,
(Signed) Mrs. Wallace Golden.

Rewrite this letter, making use of any of the following facts: The Golden Hotel, Summer Resort, situated on the Platte River, sixty-four miles west of Denver, is reached by "The Colorado Road," Colorado & Southern Railway, Platte Cañon district.

The hotel is over eight thousand feet above the sea; is only one hundred yards from the railway station; is newly built and furnished. All rooms are outside rooms, with plenty of cheer and sunshine.

Trout fishing in Platte River is good. Celestial Park, with its national reputation among anglers, is within walking distance. The immediate surroundings of The Golden Hotel are most fascinating. "Golden is a dreamland of the picturesque realized." Wagon roads run in almost every direction from your hotel, giving access to many delightful scenes. Carriages and mountain horses are in your livery. Drivers and guides are furnished.

Other selling points are: Automobile roads. Daily meals. Tennis and golf. Long distance telephone connection with all parts of the state. Electric light. The hotel rates are \$5 a day. Special rates to families by the week. No invalids taken.

11. You are the sales manager of the Everlasting Typewriter Company, New York City, manufacturers of the Everlasting Typewriter, a standard machine. Your firm has recently reduced the retail price of the Everlasting Typewriter from \$100 to \$39. This big price reduction was made possible by closing expensive branch offices in sixty cities and by doing without 20,000 salesmen and agents. The only media through which you now advertise and sell the Everlasting Typewriter are newspapers, magazines, and sales letters.

Today you receive a postal card from Miss Maude Sterling, 625 Channing Way, Dubuque, Iowa, asking for complete information regarding your typewriter.

Answer her card, making use of the supposed facts given in the above statement of the problem and of such other data as you may think suitable for this letter. Inclose a booklet giving full information concerning the Everlasting Typewriter.

12. You are the mail-sales manager of Eazee's Cloak and Suit Shop, 849 Goethe Street, Chicago, Illinois. Today, May 2, you receive the following letter:

67 Lake Street,
Rainy Water, Oregon,
April 28, 1922.

Eazee's Cloak and Suit Shop,
Chicago, Ill.

Gentlemen:

I just received your Bargain Sale Book, and would thank you to send me immediately, C. O. D., the Genuine Chambray House Dress, size 35, Order No. 1B 827, special bargain price \$2.19 plus postage.

Truly yours,
(Signed) (Mrs.) John Tilden.

You are unable to fill this order because you have sold all of the House Dresses No. 1B 827, which were put on sale because they were part of an odd lot.

You are now asked to write Mrs. Tilden, calling her special attention to a Genuine Plaid Gingham House Dress, beautifully designed, easily washed, with rever collar, trimmed in contrasting colors and finished with pearl buttons. Colors, assorted plaids. Regular price \$2.98; special bargain price \$2.39 plus postage. Order No. 1B 866.

In your letter be sure to improve upon the description of the dress as stated in the problem. Give reason for charging a slightly higher price for this particular dress. Make use of any other suitable selling features that may occur to you.

13a. The following letter is sent by a large business school to prospective students. Analyze it carefully in writing. Suggest improvements.

Dear Sir:

At the entrance of the Essex County Court House in Newark, New Jersey, is a bronze statue of Abraham Lincoln seated upon a bench in a most natural position.

Children love to climb upon his knees and sit beside him on the bench making a picture which brings to mind his beautiful character and the strong bond between these children and this man of fame.

When Abraham Lincoln was elected president, this country needed a man who could stand a severe test. Ambition, persistent acquiring of knowledge, and his anxiety to be able to give the people what he felt they deserved was his preparation.

Your energy and ambition must be properly directed.

Today we have on file twenty-five positions that are to be filled and there is a constant demand for young men and women with the proper training.

In order to advance in these positions a thorough business training as a foundation is essential.

The shortest road to business success will be found in our day or evening course which offers you individual instruction and thorough, practical training. We can prepare you—but YOU MUST MAKE THE START.

Always remember that we have a keen interest in our students. We are anxious that your plans for the future materialize; we wish to see your hopes turned into realities and assure you of an interest that shall not relax until that has been accomplished.

Sincerely,

13b. Now write a letter to take the place of the one given above. The school, which the reader of your letter is asked to attend, offers courses in bookkeeping, shorthand, and other allied subjects. These courses can generally be completed in about six months. Tuition is priced at \$90 for each course, or \$150 for both courses. Prospects include graduates from both the grammar school and the high school.

14. The purpose of the letter printed below is to promote the sale of farm tractors. Criticise it; then write a letter to take its place.

Dear Sir:

You remember the story about the nigger that was always waiting for something to turn up and finally something did turn up for him and his neighbors found it was the old man's toes.

Good times or bad times do not matter so very much to the individual. It is your personal success about which you are concerned, and this will depend largely upon yourself.

If you get stuck in a muddy road, it will not pay to stop and cuss the county officials for not building good roads. Better get your coat off and go to work. More work, less cussing and explaining.

Wages paid working men building machinery gives them the money to buy more farm products. Johnson tractors will help to produce it. You will be twice benefited by buying Johnson tractors.

Let's go!

Yours truly,

15. You are to assume that you are the manager of the Commercial Text-book Company, New York City. You have decided to send a sales letter to a selected list of correspondents employed by large business firms in New York City. The purpose of this letter is to sell one or more copies of Butler and Burd's Commercial Correspondence, or any other text in letter-writing with which you are familiar.

The book has no special selling features as far as binding, printing or price is concerned. For this reason you must rely upon your ability

to create buying desire by emphasizing the practical value of this book to the business correspondent.

Offer to send the book on five days' free examination. Write the letter.

16. You are in the employ of R. J. Leonard, Chicago, Illinois, manufacturers of the extensively advertised LIGHTNING LITE. You have been asked to prepare a sales letter to women belonging to the large middle class for the purpose of inducing them to buy LIGHTNING LITE by mail.

Before writing the letter, consider these assumed facts:

LIGHTNING LITE can be placed anywhere—on the writing desk, on the bed, on the telephone stand, on the shaving mirror, on the sewing machine. LIGHTNING LITE cannot scratch, because its clamp is felt-lined.

The lights are made of solid brass in three finishes: brass, bronze, and nickel. They are very durable, handsome in appearance, worthy to be placed anywhere in any home.

The LIGHTNING LITE stands thirteen inches high with five inch by three inch base. Its shade is about five inches in diameter. An eight-foot cord with socket and plug is furnished with every lamp.

LIGHTNING LITES are sold with a three-year guarantee. They are carefully packed in individual cartons. Prices: Brass-\$6.00; Bronze or Nickel-\$6.85.

Write the letter. Keep in mind the fact that you must largely rely upon suggestive, vivid description to create buying desire for your lamp. Be sure to emphasize strongly one or two of the practical uses to which LIGHTNING LITES may be put. See to it that your letter performs the four "functions" of the sales letter.

17. Revise the letter given below:

Dear Sir:

Nothing in the world has helped so much to make life worth living than—an automobile, and how much more life is worth living if that automobile is a high grade car that is simple to operate, easy riding, and one that does not cost a fortune to run. These are not the only reasons why one should drive a *CHIC*, but they are the chief reasons and stand out paramount over all other makes of cars.

We are therefore going to ask you to allow us the privilege of showing and explaining the scientific light weight *CHIC* to you. Our services are at your disposal at any time.

Yours very truly,

18. Assume that you are advertising in magazines a correspondence course in Rem Shorthand with text-books and materials complete for \$15.00 cash.

Prepare a letter to be used as a reply to magazine inquiries. In it call your reader's attention to a printed enclosure "*Rem A Gem*," which gives full details concerning the course and the terms on which it is sold.

Supply other additional data necessary to make the letter complete and effective in every respect.

19. The following letter constitutes a reply to an inquiry for complete information. It is very incomplete and lacks the element of salesmanship.

Mr. John B. Mollett,

R. F. D. 3,

Independence, Ia.

Dear Sir:

The power house plans that you wrote about are all shown in the little booklet that is being mailed you under separate cover.

We have gotten up this booklet to help people lay out their plans where they want to use line shaft equipment such as we make.

Circular of our machines is being sent herewith. Thanking you in advance for your order, we are,

Yours very truly,

WALLINGFORD FOUNDRY & MACHINE CO.

Write a letter to take the place of the one given above, considering these assumed facts:

The speed-governing line shaft enables the farmer (your prospect in this case) to operate the cream separator with the least possible vibration, and his wife to slow down the machinery towards the end of the churning to gather the butter.

A simple turn of the hand-wheel regulates the speed, and the governor absorbs all jerk and vibration from the engine, making the machinery run smooth and true.

Speed-governing line shafts are easy to install. They last a lifetime. Furthermore, they are adaptable to engines of any size. Depending on size and equipment, they range in price from \$22.00 to \$65.00.

In preparing this assignment, be sure to improve upon the statement of the problem as given above, and to make use of necessary additional data.

20. You are the president of the College Bank of your city. To increase the business of your savings department, you have decided to send out a sales letter to every new-born child in the town. You obtain information of this nature from the Vital Statistics column of your local newspaper.

The purpose of this letter is to persuade the parents of the child to save a little money regularly by putting it in the College Home Savings Bank which you provide free of charge for this purpose. The money thus saved is to be used to open a savings account for the youngster at your bank.

Write the letter. Address it to the child in care of its parents. Be sure to adapt your letter to the mood of the happy parents.

21. Criticize; then revise the following closing paragraphs:

(a) I am enclosing a telegraph blank for your convenience; get a new pair of rubber heels on your shoes; put bear grease in your

hair; straighten back your shoulders and beat it for the Western Union.

(b) Thanking you in advance for your prompt reply, and assuring you that the equipment for manufacturing candy will go forward immediately, if application and remittance are enclosed, I remain.

(c) Assuring you that any orders for books, etc., with which you may see fit to favor us, will have our prompt attention, and hoping to have the pleasure of welcoming you to membership in our correspondence school, I am.

(d) Trusting that this letter and the catalogue will give you the desired information, and assuring you that if you become a member of our correspondence school, we shall spare no pains to make your work enjoyable and profitable, I am.

(e) Hoping to hear from you at early date and promising you the best service which our institution can give, I remain.

(f) As a dependable and durable engine we recommend the Supra for any and all purposes where power is required. If you will tell us what your requirements are, we would be very glad to recommend the proper size and type and quote prices.

Trusting we may have the pleasure of entering your order for a Supra Engine soon, we are.

(g) Do not rely on the age size for Dr. Mercer Sleeping Garments as given in the circular, but measure your child from top of collar (back) to floor, measuring liberally to allow for growth of child and to secure a loose fit.

Thanking your for your inquiry and hoping to receive your order at an early date, we are, with kind regards.

(h) With this offer you get the full course of ten lessons, the full set of lectures, the new revised text-book, and the \$3 book "Laws the Detective Should Know" for the price of the course.

If you are not satisfied, notify us within ten days after enrollment and we will refund your money. Feeling sure that you will take advantage of this exceptionally liberal offer, and hoping to hear from you by return post, I am.

22. As correspondent of the Indian Canoe Company, Portland, Maine, exclusive manufacturers of the famous Indian Canoes, you are asked to reply to the inquiry given below. Since your firm has not an established sales agency in Iowa, it becomes necessary to sell Mr. Laughlin a canoe by mail.

Iowa City, Ia.,
43 Berry Avenue,
3/26

Indian Canoe Co.,
89 Maryland Ave.,
Portland, Me.

Dear Sirs:

In ans. to your ad. in the American, please forward me catalogue of

Indian Canoes. I want a good one that I can use for a number of years on the river here, one that is medium priced.

Truly yours,
(Signed) Charles Laughlin

In preparing your reply to this communication, call the reader's attention to the "Indian Hawk River Model" on page thirteen of the catalogue. As indicated by the name, this model is especially designed for use on rivers.

It has a flat floor which gives the minimum draft and abundant steadiness. The canoe is speedy and graceful in every respect. It responds easily and quickly to the slightest movement of the paddle. The sides have a slight tumble home. The ends are given the graceful curves which the Indians gave their bark canoes.

The stock color of this model is dark green. However, the canoe may be had in any other color, provided the manufacturer is given two weeks within which to paint.

The dimensions, weights, and prices of the Indian Hawk River Model are as follows:

Length Extreme	Width Extreme	Depth Amidships	Approx. Weight	Weight Packed	Price
16 ft.	32½ in.	12 in.	65 lbs.	130 lbs.	\$85.00
17 ft.	34 in.	12 in.	70 lbs.	140 lbs.	89.00
18 ft.	35 in.	12½ in.	75 lbs.	150 lbs.	92.00

Terms of sale: Remittance in full in form of certified check, bank draft, express or post office money-order should accompany order. Shipments will be sent C. O. D., if the order is accompanied by a remittance of 30% or more of its value.

Satisfaction guaranteed. References, any bank in Portland, Maine.

Prices given above do not include freight charges, nor paddles and special equipment. The freight rate to Iowa City would be about \$4.50 per hundred pounds.

A complete description of equipment with prices is given on page 18 of the catalogue, which you are sending prospect.

Write the letter, making it complete. If necessary, use additional data not given in the statement of the problem.

23. Prepare an unsolicited, complete sales letter, the purpose of which is to solicit subscriptions from business men for any one of the periodicals named below:

The Mailbag.
Forbes Magazine.
System.

The American Magazine.
The Literary Digest
The Ladies' Home Journal.

24. From advertisements appearing in the *Saturday Evening Post* select an article suitable for direct-by-mail selling.

Now prepare an appeal designed to promote the sale of this article. In your letter, give a concise and definite description of the thing you are attempting to sell. See to it that your written appeal performs the four "functions" of the sale.

25. Assume that a woman whom you know well is interested in the Wonder Table Stove, and that you, the assistant to the sales manager of the Wonder Table Stove Company, New York City, have been asked to endeavor to sell her a stove by means of a complete sales letter.

In your appeal, you are at liberty to make use of any of the following selling points of the Wonder Table Stove:

This little electric stove costs \$15.00—waffle iron \$5.00 extra.

The user can cook three things at once—on top of, below, and between segments of the heating unit. Eggs, toast, and bacon may be prepared at the same time on the Wonder Table Stove.

This stove comes equipped with a complete set of aluminum cooking utensils with ebonized handles. The utensils are easy to keep clean, good to look upon, and practically indestructible.

The Wonder Table Stove is made of pressed steel, nickel plated. Being only eight inches square, it takes up little space on the table. It is also equipped with a tilting plug connection which provides convenient heating control, and which prevents burned fingers and spilled food.

One of the special features of the stove is the heat reflector. It is used to shut off that part of the stove not in use.

The stove saves its owner much time and many steps, and the meals are always served hot. It is economical in the use of current, because it is so constructed that all the heat is directed against the cooking surfaces.

Write the letter. Be sure to adapt it to the reader's view-point and general interests, which, it is assumed, you know quite well.

26. Clip an advertisement of the W. L. Douglas Shoe Company, Brockton, Massachusetts, from a magazine. Then prepare a letter designed to sell a certain style of Douglas shoe to one of your acquaintances, concentrating your appeal upon the chief selling point of this shoe, as stated in the advertisement.

27. As assistant sales manager of the L. Becker Fireless Cooker Mfg. Co., Marlboro, N. Y., you have been asked to prepare a letter which is to be used when answering inquiries from prospective purchasers concerning your cooker. These inquiries, which are the result of advertising in national magazines, are mainly made by women.

Write the letter, making use of any of the following selling points:

1. BECKER cooked food is better cooked food, because the best food elements are retained—not cooked away.

2. Users of BECKER Cookers save money, because lower priced cuts of meats and inexpensive foods can be used. They are made appetizing and nourishing by the BECKER way of cooking.

3. The BECKER Cooker saves work, time, and health. Meals prepared in the BECKER FIRELESS COOKER require minutes instead of hours of attention. The cooker need not be watched.

4. The BECKER Cooker saves 85% in gas or fuel. Foods which require half an hour of cooking in the old way, need only from three to fifteen minutes of gas or fuel-burning when cooked in the BECKER FIRELESS COOKER.

5. The cooker is sent anywhere for thirty days' free trial.

6. THE BECKER FIRELESS COOKER is fast, sanitary, well equipped, and low in price.

Cooker No. 48A. One compartment—round style—one 8-quart Aluminum Cooking Utensil. With two large size Lightning Heat Radiators. Hook for lifting radiators. Rack for pies and cakes. Recipe book. Complete and ready for immediate use. Price only \$15.00.

Cooker No. 50A. Two large compartments—cabinet style—one 8-quart Aluminum Cooking Utensil, and triple nesting set, or the twin nesting set. With three BECKER heat radiators. Hook for lifting radiators. Rack for pies and cakes. Recipe book and casters. Complete and ready for immediate use. Price only \$32.00.

28. You are asked to prepare a letter designed to dispose of the Schermerhorn Telescope as described in the following advertisement:

BIG POWERFUL TELESCOPE———3 FEET LONG

Postpaid ONLY \$1.50

This big, powerful telescope shows what your neighbors are doing. One farmer counted his cattle seven miles away. There are a thousand uses for this instrument. It is three feet long when opened, and twelve inches long when closed. Such a good telescope as this was never before sold at this price. It will be sent by mail postpaid and carefully packed for only \$1.50. This is a great offer and you should not miss it. All orders filled promptly. If you want the telescope to come by insured mail, add ten cents extra.

SCHERMERHORN SUPPLY CO. CHATSWORTH, GA.

In view of the fact that the profit on the telescope is small, the letter is to be processed on medium grade paper with the name and address of the prospect filled in, and to be mailed out under one cent postage. No follow-up letters of any kind will be used in this campaign.

For quick sales you are to rely solely on the effectiveness of this *one* letter, which you are now asked to write. Keep in mind the fact that it is unsolicited, and that its main purpose is to bring bona fide orders for the telescope, not inquiries or requests for more information.

29. Assume that the manager of the Sunnysvale Farm, What Cheer,

Iowa, who makes a specialty of raising Spotted Poland China Pigs, has for a number of years used the sales (?) letter given below to dispose of his stock. For some good reason, not known to him, this letter has not produced results.

He has asked you to revise this message thoroughly. Before doing so, make a written paragraph outline of the letter you intend to produce. This outline is to be handed in with the solution of this problem.

DEAR SIR:—

We have some fine Spotted Poland Hogs and if interested we will be glad to sell you fine Spotted Poland China Pigs. They are last fall pigs. They will weigh around 100 pounds each. They are pedigreed and from extra fine stock and we will let you have them at \$25.00. You will find them right in every way and they have been bred right, fed right and they have the bone and are all right. We have some fine specimens among them and we have about 100 fine ones.

We will be glad to sell you what you want in Spotted Polands and will say that we also have some older boars at \$35.00 each; well bred and right. Buy the best hog on earth, and they have plenty of white on them. We sell these hogs this way. If you are not perfectly satisfied when you see the pig, just send it back and we will refund the money to you. You will be the judge. If you don't think them worth the money, we will not fall out about it, but will refund the money to you. We receive a good many orders for two or three pigs. We want your business and will always treat you right and square in every way.

We believe in better farm stock, and believe that this is the best time in the world to buy them. The hog is the best thing a farmer has today, and I believe that this is the best time in the world to buy them. I believe that alfalfa and hogs are the road to success. So write us, or better, just send your order for the hogs and we will send you first class stock—you to be your own judge when you see them.

We want to hear from you.

Respectfully,
THE SUNNYVALE FARM.

30. The following constitutes the closing paragraph of a letter intended to sell high-grade dogs. It follows a description of two Collie dogs.

Criticize; then rewrite the entire paragraph. Make sure that your revision is clear, correct, unified, and concise; that it is written from the prospect's view-point, and that it has a strong, action-quickenning clincher.

DEAR SIR:—

.....

Now, friend, the above dogs are thoroughly trained dogs. They are fine workers and fine all 'round stock dogs. No bad habits and nice with

children—you will find them just this way. If we sell you a dog and it doesn't make good for you, we are right here to exchange with you and do our best. Of course there are cases where a dog won't make up in his new home, but this won't happen very often, but if it does, we will do our very best for you. We have a fine bunch of young collies. Some of them are six to eight months old, and some a little older. All of them have been raised on farms with fine working mothers. It costs us a lot of money to have this done and we want you to have the best there is. I know that these young dogs will do the work for you and we have them at \$30 and \$40 each, either shepherd or collie, and either male or female. Let us know what you want and we will do the right thing by you and we are here to help you. We also have some fine pups around five months old, out on the very best of farms and most of them are in Iowa, where the best farmers on earth live and the best stockmen. These pups are Iowa bred and their mother was bred and raised there.

Now, friend, this is all I am going to say in this letter. I have hundreds of fine dogs and if you don't see just what you want, write us anyway.

Yours truly,

31. Assume that you are employed as sales correspondent by the Huffcut Importing Company, Wilson Building, Duluth, Minnesota.

Your firm has in stock an odd lot of about one thousand books—the *Royal Entertainer*. This book contains sixty parlor games, ten comic recitations, two hundred humorous readings, seventy-five toasts, and fifty money-making recipes. It is bound in simple, durable paper cover, and priced at seventy-five cents.

In order to dispose of the remaining thousand copies of the *Royal Entertainer*, your firm has decided to reduce the price of the book to fifty cents postpaid.

You are now asked to prepare a letter designed to sell the book to a list of about one thousand prospects, most of whom are living either in the country or in small towns in the Middle West. It is to be a complete sales letter.

32. As owner of the Oregon Rosery, 8998 Washington Drive, Portland, Oregon, you find yourself overstocked with rosebushes. You therefore decide to dispose of these roses by means of a sales letter to be sent to a thousand old customers of your firm.

Your offer is to send four extra-strong rosebushes from 2½ inch pots for only fifty cents. This assortment includes four different varieties and colors, and one climbing rose-bush.

The roses will be packed in oil paper and will be sent postpaid. All orders will be filled on the day on which they are received. Write the letter.

33. As assistant sales manager of The World Mail-Order House, Chicago, Illinois, you have been asked to write a letter for the purpose of selling the dress which is described below.

This dress, which is wool-embroidered, sells at a special cut-price of \$3.49—regular price \$7.00.

It is made of special quality Linen—launders perfectly. Cut along loose, youthful lines in one-piece effect. Richly embroidered with beautiful, two-color wool, French-knot embroidery—patterned after the finest Parisian models.

Colors: Harding Blue or old rose.

Sizes: 32 to 46, bust; Misses' sizes 14 to 20.

Dress will be sent on approval without any money in advance. Money back if not fully satisfied. Price \$3.49 plus postage.

Write the letter. Improve upon the description of the dress as given in the statement of the problem.

34. You are the director of the summer session at your institution. In order to induce a large number of high school commercial teachers to attend this session, you are planning to send out a letter, describing briefly the most important educational and social features of your summer session.

Write the letter. Urge the reader to register by mail. Inclose a booklet which gives the reader complete information about the summer session. Offer to answer fully any questions which the reader may wish to ask about enrolling. Make your letter complete.

Note: Before preparing this assignment, stop in at the Registrar's Office and ask for a summer school bulletin.

MISCELLANEOUS SALES LETTERS FOR ORAL OR WRITTEN ANALYSIS

35. *From a Publisher:*

Dear Friend:

Consider the carpenter! Even the humblest apprentice of all that sawdust sprinkled clan would never think of starting the day's work without his hammer and saw. Years later when he becomes an expert builder he must still depend on these two implements. They are the tools of his trade.

The *Writer's Guide* is a tool of the writer's trade. It is as indispensable to the writer who would succeed as are the hammer and saw to the carpenter. It is a tool for the apprentice, for through it he learns what to write, and how to write, and receives that inspirational stimulus that *makes* him write. It is a tool for the expert, because it keeps him constantly informed of new markets, of prize contests and their rules, and of the wants of editors throughout the land.

It tells you how to write articles for magazines, newspapers, trade papers; how to prepare your manuscript; how to gather and file plots and plot material; how to write your story so that the editor will read it; and above all, where to market it. Ninety-six pages every month!

More than 12,000 writers, editors, newspaper men, advertisement writers, poets, playwrights, photoplaywrights—and others who will some

day merit one of these titles—are subscribers to THE WRITER'S GUIDE. Many give the entire credit for their success as writers to this valuable magazine.

It is to introduce the magazine to a wider circle of promising writers that we are offering you the fine premiums described in the enclosed circular.

The sooner you begin to get this wonderful magazine of inspirational "how-to-do" articles and up-to-the-minute market helps, the sooner you will begin to turn your rejection slips into dollars. Send in your subscription today!

Very truly yours,

36. *From an Automobile Repair Firm:*

Dear Madam:

Your name has been given to us by another Buick owner whose car has been equipped with our new and scientifically designed manifold.

The results given your friend were surprising. She has saved the price of the installation in the short time she has had it on her car.

Of course, you would be pleased if your Buick gave you greater gasoline mileage, better pick-up and more power. Our new manifold will give you all of these results.

It won't be any trouble to explain this remarkable device to you. So just drop in some day this week and let us tell you about it, particularly about how we vouch for its performance with a money-back guarantee.

Yours for Economy,

37. *From a Publisher:*

Dear Sir:

When a man 45 years of age, who has been working for others all his life, decides to go into business for himself—and when, in a few short months—he so solidly established his business as to outdistance competitors who had the advantage of years of experience—there must be something about his method of doing business that other men would like to know about at once.

Believing that you are interested in proved plans and methods for organizing, developing and expanding business in these days when ideas count for so much, we inclose a handy card. Mail it and we will send you at once, entirely at our expense, a copy of a book showing why this particular business man, and 90 other business men, in spite of all handicaps, forged ahead of competitors, and just HOW they did it.

Here in this book you will find the simple principles of business management and development—the condensed experiences of scores of business and professional men who are rapidly rising to the top. This book tells how to keep an established business going, how to collect accounts, extend

credits wisely, train employees, understand human motives, write letters that win, advertise most effectively, cut costs, find facts and figures when you want them, keep telltale records, handle money matters, harness details—scores of ideas to help a man cash in on every possible opportunity in his own business.

After you see this book, if you like it, keep it FREE with your subscription to ORGANIZATION, which will continue to bring you new ideas like these every month. If you don't like the book, simply send it back.

Just mail this handy card TODAY,

Yours very truly,

38. *From a Business College:*

Dear Friend:

School re-opens next Monday morning, July 27.

Have you decided definitely where you are going, and what you are going to study?

This is an important decision. Remember your success in life must come through a practical knowledge of every-day business. This knowledge can be acquired at FRANKLIN'S, in from eight months to a year, and then many opportunities await you.

Thousands of our young men and women, who now hold fine positions as managers, private secretaries, bookkeepers, stenographers, and proprietors, fifteen years ago stood where you do today.

This army of business men and women always telephone back to the "Old School" for their office help, which creates a greater demand for our graduates than we can supply. A position is absolutely certain.

Give your course careful thought. Be sure to decide correctly. If you need any assistance, we shall be glad to talk the matter over with you, and help you in every way we can.

Very sincerely,

39. *From a Distributor of Automobile Tires:*

Dear Sir:

As enduring as a "solid"—as resilient as a big pneumatic—with a grip on the road that nothing short of chains can give—that's the Victoria Semi-Pneumatic, the sensation of the truck tire world.

The reason we are so enthusiastic about this tire is that we know just what problems you and other truck owners have been up against, and we know that the Victoria Semi-Pneumatic is the solution.

We have seen the tire *perform*.

We've just received a stock of Semi-Pneumatics, and if you want to see the greatest development in truck tires that's come in five years, drop in or 'phone us—Market 8898.

Very truly yours,

40. From a Manufacturer of Food Products:

Dear Madam:

Fresh Loganberry Shortcake!

Doesn't that sound deliciously good?

Wouldn't the family be surprised? Wouldn't they wonder how you could serve such a wonderful dessert "out of season"? Think how they'd enjoy such a treat.

Here's how it's done!

Telephone your grocer—

PURITY GROCERY,
452 King Street,
Broadway 4-5-5.

Tell him to send you a package of Batten's Dehydrated Loganberries.

Prepare them according to directions.

Then let the folks guess how you did it.

Yours very truly,

41. From a Manufacturer of Heat Insulation Products:

Gentlemen:

More than fifty manufacturers of clay products have insulated their kilns with Acme Insulation. Most of them first gave it a thorough trial on a single kiln and today have their complete equipment insulated.

Acme Insulation has steadily increased in use on ceramic kilns for certain definite reasons:

It holds the heat formerly lost by radiation through walls and crowns, and thereby saves great quantities of fuel.

It maintains a uniformly distributed temperature within the kilns; all products receive the same degree and intensity of heat, and the number of rejects is greatly reduced.

It protects the outer brick work from violent temperature changes which cause cracks and air leakage, and increases the life of the kiln.

It reduces the burning time because the required temperature is more quickly secured.

All of these savings can be had at a nominal expense. Acme insulation is adapted to all types of kilns; it is convenient in form, low in cost, easy to apply. It is not necessary to await the construction of new kilns before using Acme; you can install it when repairing or rebuilding and profit at once from this small additional investment.

The inclosed folder gives a summary of an investigation into the sources of heat loss, and shows the extent of the fuel savings through Acme Insulation. If you will note on the return card the types of equipment at

your plant, we shall be glad to send you specific data on your heat insulating problems.

Yours very truly,

42. *From a Magazine Publisher:*

My dear Mr. Watter:

The same day you asked us to send you a sample copy of *The Mailbag*, we tucked a copy in an envelope, inclosed a subscription blank, and handed it to Uncle Sam to be carried safely to you.

Did you get it? We're kinda thinking maybe you didn't, for we haven't heard anything from you.

We don't need to tell you about the magazine, for the issue sent you speaks for itself. If you're interested at all in direct-mail advertising (and you must be or you wouldn't have sent for a sample copy)—you'll get a year's subscription worth out of every issue. In fact, we're ready to give that as a guarantee.

If you have simply neglected to send in your subscription—while fully intending to do so—won't you take this as a gentle reminder to act today? We've a fund of bully material in store and you'll lose every time you miss an issue.

"Coming," you say. Fine!—and we thank you!

Sincerely,

P.S. If Uncle Sam's foot happened to slip and you didn't get the copy we sent, say the word and we'll gladly mail you another—just as good.

43. *From a Publisher:*

Dear Sir:

At the suggestion of one of your friends—and ours—I am sending you a copy of our *Roycroft Magazine*, which as perhaps you know, is the successor to Elbert Hubbard's *Fra* and *Philistine*.

I think you would enjoy reading it month by month, and certainly would like to have you with us as a regular subscriber.

So, will you indicate your choice of the special subscription offers which give many of Elbert Hubbard's finest writings in combination with *Roycroft Magazine*.

Just now is a good time to start your subscription—so that you will get the full account of the *Roycroft Convention* celebrating the Twenty-fifth Anniversary of the founding of the *Roycroft Shops*. What do you say?

With all good wishes,

Yours sincerely,

44. *From a Retail Druggist:*

DEAR SIR:

Being a recent arrival and a stranger somewhat in our city would you

not be pleased to have a place here where you or members of your family may come and feel at home, where you can enjoy some of the conveniences or accommodations you may need when visiting the city?

We maintain a free parcel checking room where you may leave coats, bags, parcels, etc., telephones, directories, free-weighers, writing desks, men's lavatory and a well-appointed ladies' rest room.

You will find here selections of all the better remedies, toilet goods, shaving material, cigars and cigarettes, cut flowers, Wilton's New York candies, Universal fountain pens, Perfect Point pencils, stationery, magazines, etc.

If you happen to need a check or money-order cashed at any time we will be pleased to accommodate you.

You will find this a very convenient place to rest, meet your friends or wait for theatres and entertainments to open.

We trust you will avail yourself of our accommodations and service as frequently as your necessities may require and that we may have the pleasure of a personal acquaintance.

Yours very respectfully,

45. *From an Arts League:*

Dear Friend:

Your name appears in the records of the Victory Lamp distribution campaign, which records are now the property of the Decorative Arts League, as one to whom a Reservation privilege was issued but not used within the required time.

A very small quantity of the 75 M/M shells and other materials for the famous Victory Lamp was left over at the conclusion of the distribution campaign. The Decorative Arts League's committee, having been great admirers of the beauty and artistic value, as well as the historic interest, of these lamps, decided that the loss to the artistic world of a single one of these beautiful lamps that could possibly be assembled, would be wrong. We therefore assumed the burden of making up and distributing the limited supply.

Our members had, of course, to be served first as we always save for them the first chance at any new art offering we secure, and we are now offering the very few lamps that remain to those who lost, probably without realizing its importance, their first opportunity.

We enclose a copy of the original announcement of these beautiful lamps. We earnestly caution you against losing this second chance, secured for you only by a stroke of luck. Whether you do it now or later, some day you will be buying a lamp for your table—and if that lamp is anywhere near as beautiful and substantial—if it even APPROACHES the Victory Lamp in artistic taste—it will cost you, you may be sure, TWICE AS MUCH, or more, as a Victory Lamp will cost you to-day through our help.

No matter what other kind of lamp you now have, or how many, some day you will begin to wish YOU had one of the rare and famous Victory Lamps, if only to treasure as a memento of those thrilling days you lived through when the world's history virtually hung on the gallant work of our boys with these famous 75 M/M shells. But the cost THEN, if by any chance you can find a Victory Lamp for sale, will almost certainly be the outrageous price always asked by collectors for art and historical objects of which no more can be made.

The value of this lamp will GO UP as the years pass, instead of coming down as ordinary lamps do with use. INVEST in it—now. Very few are left. At least have one sent prepaid by us for your inspection, without taking any obligation to keep it unless you are pleased. We are glad to help in this way. But you will need to act quickly. Use the new Reservation Blank which we have issued for your use.

Very truly yours,

46. *From a Producer of Kilns, etc.:*

Dear Sir:

We extend to you, your Burner, or any one you might wish to send, a most cordial invitation to visit our newest complete installation for the Johnson Brick Company, Willowa, Georgia.

We are drying and burning an A-1 product with 500 lbs. of coal per 1000 Brick.

We are producing 60,000 per day with Nine 27 ft. Round Down Draft Kilns of the Johnson design and we dry them all with a Johnson System Nine Tunnel Re-circulation Dryer. No fuel has ever been used in the Dryer, nothing but clean waste heat from cooling Kilns.

We watersmoke the kilns with clean waste heat and burn each kiln through the next succeeding kiln.

We burn Nine Kilns in thirteen days. That is at the rate of one and one half millions per month with one half the kilns—one half the dryer and less than one half the coal required for periodical kilns and Direct Fired or Steam Dryers.

The Johnson Brick Co., has the speed for economical production and the quality of product that sells, because it is unsurpassed.

We want every manufacturer, who can possibly come, to see this plant in operation. We want every manufacturer who cannot come to send his Burner or other representative, because we want you to have first-hand information upon every single operation detail of the complete System in use at the Johnson Brick Company's plant at Willowa.

We want you to see the coördinated operation of cooling a kiln and with the heat from the same water smoking another—dry another in the dryer and convert a portion into steam for operating the fans, thus utilizing the heat twice for useful purposes and also the quality of construction

and product as without these intelligent comparisons cannot be made. If you are interested kindly fill in inclosed card and mail to us. Mailing this card puts you under no obligation whatever but we will be mighty pleased if we can be of service to you.

We await your answer with great interest and assure you that any inquiry will have our usual prompt attention.

Yours very truly,

47. *From a Maker of Bird Houses:*

Dear Friends:

Learn how the bees and flowers labor together, how flowers protect themselves against their enemies, what butterflies have protective coloring, how nature guards the tender shoot of a tree, which is the drunkard bird, and scores of other things worth knowing.

With better knowledge of nature, creation will smile as never before. Your walks through woodland and hills and by brooks will be filled with more than ever delightful appreciation of nature's surrounding wonders. In rich grass meadows you will come across the bobolink; in the wood, your friend the woodpecker; in the mountains, the swifts; bouncing bet will become an old friend instead of just a pretty little pink flower; the yellow streak across the sky will mean a goldfinch to you. Thousands have been brought into closer touch with the birds, the flowers, the butterflies and the trees by the popular *Pocket Nature Guides*.

It is easy to learn with these fascinating nature study books why the beautiful blue jay has a bad reputation, how some plants actually prey and feed upon insects, how nature guards the tender shoots of trees—and scores of other things worth knowing.

There are four books in the *Pocket Nature* library. *The Tree Guide*, *The Bird Guide*, *The Flower Guide*, and *The Butterfly Guide*, bound in flexible fabrikoid with titles stamped in gold; sumptuously illustrated, with great fidelity to nature in colors, to enable you the more easily to identify different subjects. With each subject is an illustration and with each illustration a simple, clear description of that particular bird, or flower, or tree, or butterfly. Each volume forms a comprehensive treatise, written by an authority. The only pocket-sized nature guides published that have colored illustrations.

Full set, four volumes, 700 color plates, 1,000 pages, sent without advance payment. Mail the accompanying card. Begin at once to combine nature study with exercise and fresh air.

Very truly yours,

48. *From a Railway Company:*

Dear Sir:

No doubt you are considering where and how you will spend your vacation in order to secure the most benefit and enjoy the greatest pleasure. We offer for your consideration Seaside and Mountain Resorts in the

Pacific Northwest; the famous and world-wonderful Yellowstone National Park; a visit to relatives and friends, also cities in the East.

The Yellowstone National Park season opens June 20th and Pullman standard sleepers will be operated daily to the Park entrance at Gardiner, Montana. Special round trip rates will be available to cover both rail transportation and trip through the Park, including hotel or camp service in the Park. Tickets to and from the East permit stop-over to make side trip for purpose of visiting the Park.

Summer tourist tickets with liberal stop-over and diverse route privileges will be sold to the principal cities in the East, Chicago, St. Louis and West, and possibly East thereof. If rates should not be extended east of Chicago and St. Louis, round trip tickets can be sold to those points and one way tickets beyond to enable through checking of baggage.

"North Coast Limited" trains Nos. 1 and 2 operate between Coast Cities and Chicago and make connections at Chicago with all the better class of trains serving eastern and southern districts.

"Atlantic and Pacific Express" trains Nos. 3 and 4 operate between Coast Cities and Minneapolis and St. Paul, making desirable connections beyond.

"Mississippi Valley and Puget Sound Limited" trains Nos. 41 and 42 operate between Coast Cities (via Billings, CB—" Ry.) and Denver, Omaha, Kansas City and St. Louis.

If you are contemplating a trip it is our desire to help you. Please give us an opportunity to call on you if possible—or tell us on the inclosed card where you think of going and we will write you fully.

Yours very truly,

49. From a Dealer of Auto Accessories:

Dear Sir:

To give Johnstown [name of car] owners greater pleasure and economy in the use of their cars we announce the installation of a new and complete tire service department.

Because they give such wonderful service on [name of car] cars, we have stocked Supreme Fabric and Wondra Cord Tires.

Never before could you get so much tire mileage at such a low cost as is now possible through purchasing your tires and accessories here.

It will pay you big dividends in dollars saved and satisfaction received to consult us regarding your next tire purchase or repair job.

Very truly yours,

50. From a Correspondence School:

Dear Sir:

Did you ever hold a lighted match between your fingers and realize

the mighty force that could be produced by feeding the little flame which a single breath can extinguish forever? You are at this moment holding between your fingers a little spark of encouragement that will make you a power in the business world if you will only give it a chance.

In counting up the earnings of our 1922 class of men and women who wrote to us the same as you did, and who decided to give themselves a chance to succeed in business, we find that their combined salaries today are 1,000,000 dollars a year. Just think of it! Each one of them now looks to the time when he held his own future in his grasp, just as you are now doing.

Won't you give this small spark of encouragement a chance to spread, and increase your earnings 100%? Won't you take a chance with your own brains? Your efforts will bring you a permanent reward in the form of an increased income. There is nothing in this world that will advance your income so rapidly as a Wentworth Course in Advertising. The study is so interesting that you will look forward to each lesson with pleasure. Letters are received constantly and the following letter voices the opinions of all students:

When I enrolled I expected the study would be more or less tiresome, but to my surprise I find that the lessons are easy to learn, and intensely interesting. The beauty of the whole course is in the fact that I can daily realize the benefit that the lessons are to me in everything I do. I am stronger today in my present position, and have already had an increase in salary. I have absolute confidence that I am on the path to success as an Advertising Manager.

You are going to make a success. There is no question about it. You take no chance. Everything is in your favor, and when we receive your application you may rest assured that we will exert every effort to help you attain the greatest measure of success.

Yours very truly,

THE CLASS APPEAL

Letters to Women

Not only is the amount of merchandise bought by women as a class large, but their influence on the purchase of things for the male members of the household is marked and increasing. The woman of today is, as a rule, wide-awake. She takes an active interest in things in general; she is responsive; she is critical. In "getting in tune" with this type of reader, the writer should lay special stress on these elements of the letter:

- (a) Its physical make-up.
- (b) Its language and tone.
- (c) Its selling arguments.

1. *Its Physical Make-Up.*—Social letters naturally predominate in a woman's mail. They receive first, favorable, and sympathetic attention. Knowing this, many business firms whose customers are largely women will use stationery resembling in size, quality, and general appearance woman's social writing paper. A good grade of white or lightly tinted bond paper of the single, or four-page note size, with a neatly printed or engraved letter-head, is commonly used. The envelope, which is somewhat smaller than the business envelope, usually bears the writer's return-card on the backflap, thus adding to the social and individual appearance of the letter.

To emphasize the personal character of the letter itself, small, élite type is frequently used, and in the lower left-hand corner of the letter sheet one can often find the phrase: "Personally dictated by. . ." Typewritten or rubber stamped signatures, because of their expression of the impersonal, should not be used in letters to women. One may, as a rule, write longer letters to women than to men and still be justified in hoping for responsive reading, because ordinarily women have more time in which to read and also because they receive fewer letters than do men. A woman, moreover, reads her mail during moments of leisure, when uninterrupted she can give each letter full and undivided attention.

Appeals to the housewife and mother carry in many cases colorful, vivid illustrations of the different styles and uses of an article conspicuously on the letter sheet. Thus, a manufacturer of baby carriages, selling direct to the consumer, uses with good success in appealing to the average mother a letter-head with six tastefully colored pictures of collapsible and stationary baby carriages, in each of which is seated a smiling, contented youngster. A maker of prepared, not self-rising cake flour whose three chief talking points are "lighter, whiter and finer cakes" emphasizes each one by means of a striking, realistic, colored illustration on the left side of the letter sheet, thus making a very suggestive and attractive appeal to the reader's senses of sight and appetite. It should not be forgotten, however, that such elaborately illustrated stationery stamps the letter as unmistakably a sales, or even a form, letter, thus lessening in proportion its individual and personal aspect and effect. For use in writing to women of influence or high social standing, such letter-heads would not be suitable, for they lack the qualities of refined simplicity and earnest dignity which should always distinguish the appeal to this class of prospective buyers.

2. *Its Language and Tone.*—The appeal to the feminine prospect should be clothed in expressions that are suggestive, dignified, modern, and correct. Woman is keenly and critically appreciative of language that shows thoughtful selection, careful adaptation, and grammatical precision. She will accept a message written in a style superior to her own as a delicate, implied compliment; she will welcome the discriminating use of a few French words and phrases here and there as subtle flattery. To illustrate, the language of the following paragraph is doubtless suitable for readers of the *Ladies' Home Journal*, though it might seem out of place in an appeal to women of distinctly different social strata:

Ostende! Dieppe! At these famous French watering places one may mingle these summer days with the *élite*—*les élégantes* of Paris itself. Here, *Madame*, *Mademoiselle*, one cannot but observe that *perfection exquise de la toilette* which so distinguishes French ladies of fashion—“*les femmes à la mode*.”

But, you, *Madame*, need not envy these *demoiselles Françaises*. One secret of their subtle charm may today be yours. It is so simple. In the very words of France it is just this:

“Dans tons les objets de la toilette on emploie une seule odeur suave.” Each article of the *toilette* should bear the *same* fragrance.

Furthermore, woman is an interested, keen observer of details when it comes to the selection and purchase of articles for her own use or that of her family. She will therefore read descriptive details concerning merchandise, provided they interest her and touch not on mechanical details which are outside her sphere of daily experience. Thus the average woman thinks about the mechanical construction of a washing machine, table stove, or typewriter only in so far as it goes to ease her work and so to make more agreeable her lot. Note, for instance, the following description of the make-up of a corset, which it is safe to say most women would read carefully and ponder:

Your figure, whether slender, medium, or full, can be molded to the modish lines that give style—and your comfort need not be the price you pay.

The woven construction of the NuBone Corset produces a flat, thin, smooth, and light stay, having extreme flexibility combined with great strength. It permits of the utmost freedom of motion and is guaranteed to support fully any type of figure. . . .

Study, also, the following suggestive description of the operation of a washing machine:

Briefly—all there is to a washing with the HOMER, is to put in the clothes and hot suds, close the machine, and the motor does all the work. In a few minutes the clothes, clean as snow, can be wrung by the power-operated and swinging reversible wringer through the rinse and bluing, and hung on the line while the washer is cleaning the next batch.

Results—a large washing done in two hours or less; no hard work, no tired back, no sore hands, no late dinners; clothes cleaner than formerly, and best of all, wash day just as happy as any other day in the week.

Description intended for feminine reading should be vital, vivid, suggestive, fascinating. It should translate the sales features of the merchandise into terms of realistic imagination, with a strong, definite appeal to woman's best and highest emotions.

Note the following bits of suggestive and interest-rousing description:

1. *Of Baby Pants:*

On and off in a jiffy; no pins, buttons, or strings to adjust. Made of pure rubber, shirred at the waist and knee over a soft, pneumatic band designed for baby's comfort.

2. *Of Face Powder:*

No wonder he finds it hard to say good night. With the warm coloring of her cheeks, her lustrous skin and radiant eyes, her beauty fascinates him. You will share the secret of her beauty instantly—when you, too, use the complete "Pompeian Beauty Toilette."

3. *Of Flour:*

Cake made with SWANS DOWN is a perfect summer dessert, high in food value. It can be served in so many tempting ways—use any kind of frosting, heaped high with whipped cream; or as a delicately browned loaf cake, with berries, lemonade, or tasty ices.

4. *Of Sheets and Pillow-Cases:*

Snowy-white, crisp yet soft, they lend distinction to the bed by day and make it doubly inviting by night. And their sturdy weave makes them last for years.

5. *Of Aprons:*

What style it has! What verve! Like a very chic costume, but with no such burden of many hooks and buttons. And just the lazy comfort and ease of an apron—yet trim at the waist and swagger in every line.

The tone in letters to women should be one of positive confidence, friendly assurance, and simple dignity. It should be expressive of an atmosphere of sincere interest in the reader's particular problems and of a pleasing, unobtrusive desire to be of definite

service in their proper solution. Never should the tone be argumentative, but always soothing, pleasing. A salesman who carelessly gets into an argument with a woman over some talking point of his goods is almost certain to lose the sale. Woman is seldom neutral or lukewarm in her attitude toward persons and things. She either likes or dislikes. She generally goes by first impressions and very rarely changes her first-formed opinions, be they right or wrong. She is critical and sensitive. She will resent the use of obtrusive flattery and impractical "slush" in letters. On the other hand, she will respond readily to the earnest, dignified, and tactful appeal to her best feelings: she is ever appreciative of the finer things.

The language and the tone of the following letter are such as to inspire the recipient with confidence in the seller, his claims, and his goods:

Dear Madam:

We are very much pleased to send you, under another cover, today, the "Story of Pearls," as requested in your letter of March 20.

You will find great satisfaction in the possession of a necklace of ALPHA PEARLS, we are sure, and our agents, in your city, Messrs. Reeder & Peters, have been directed to extend to you every courtesy in making your selection.

We assure you that the ALPHA PEARLS on display at Reeder & Peters are fully guaranteed by us and if after you purchase a strand, you do not find them entirely satisfactory, kindly confer a great favor upon us by permitting an exchange of these Pearls, either for another strand or for the sum of your investment in them.

ALPHA PEARLS are indestructible: They will not peel or discolor under any conditions to which you would subject your better articles of jewelry or apparel.

You may be sure that Reeder & Peters will consider it a privilege to show you ALPHA PEARLS in their several tints and sizes at any time.

Respectfully yours,

Below is given an illustration of a routine letter written by an exclusive Fifth Avenue store in New York City. Though impersonal in language, and somewhat eccentric in form, its message, élite typed on a single, note-size sheet of white bond paper, that bears in dignified, small engraving only the name and address of the firm, certainly suggests quality of merchandise and service of distinction:

Page & Marker have placed in work the black satin slippers ordered by Mrs. F. Blackburn, and will await decision on the fitting of these before proceeding with the remainder of the order.

It has been found, since the taking of this order, that the shoes delivered on April 28 remain outstanding on the account. It is possible that this detail has been overlooked, but its disposal would be very much appreciated.

FKG/EM

March 24, 1923.

3. *Its Selling Arguments.*—Woman senses more than she reasons. Her personal feelings enter vitally into every purchase she makes. A timely and suitable appeal to her emotions is therefore likely to be more effective than one to her reason. Since the variety of woman is almost innumerable, it is not easy to say with any degree of exactness which talking point is likely to prove effective in a particular case and which futile. Business firms that sell direct by mail find it profitable to have their letters to women prepared by female writers, or to have the letter at least read by a woman before it is sent out. Woman understands the needs of her own sex better than does man. It is this thorough, instinctive understanding of the desires of her kind, and also her intimate knowledge of feminine expressions which enable a woman writer to prepare a letter that will come much closer to the feminine reader than would a similar message written by a man.

Before a woman would buy, say, an encyclopedia, she would want to be assured of any one or all of the following points:

1. It is useful and practical to me and to members of my family.
2. It is up-to-date and authoritative.
3. Its price is such that I can afford to buy it.
4. Its beautiful appearance would attract favorable attention anywhere.
5. Its use is recommended by recognized authorities.
6. It is now in the hands of several of my friends who value it highly.
7. Its purchase now would afford me a choice of two valuable premiums.

In a dress or other piece of wearing apparel, a woman would, first of all look for style and beauty, while quality and even price might be of secondary importance. In an electric toaster, she would probably look for convenience, usefulness and appearance. In a washing machine, style and appearance would count for little, if

anything at all, while utility—the saving of time and work—would be the all-important reason for buying.

Other convincing arguments for appeals to women are:

1. Satisfaction Guaranteed or Money Back.

Almost all mail-order firms stress their "satisfaction guaranteed" policies to remove all thought of risk from the prospective buyer's mind and so to pave the way for a sale.

2. Testimonials.

Statements from satisfied users of the article in question are especially valuable if they come either from persons prominent in public or from persons whom the reader knows personally.

3. Odd Prices.

Mail-order catalogues quote article after article for women in such prices as \$.98, \$1.39, \$1.79, \$1.98, \$3.29, \$4.95, \$9.98, etc., to create the impression in woman's mind that the goods have been reduced say from \$1 to \$.98; from \$5 to \$4.95, from \$10 to 9.98, and so on, and also because such fractional prices appear much smaller to the unreflecting than prices in round numbers.

4. "Special" and Bargain Sales.

So-called "sales" always attract woman buyers because they suggest bargains, and there are few women who will not take advantage of an attractive bargain. Department stores in the larger cities provide for numerous special sales, such as "week-end sales," "anniversary sales," "inventory sales," "holiday sales," and many others. They always give a reason for the sale, to satisfy woman's instinctive curiosity and to justify price reductions in the eyes of the prospective buyer.

5. Samples and Premiums.

The former are submitted to the reader as actual proof which she can test for herself; the latter are offered for quantity purchases in place of discounts. Coupons and trading stamps which some department stores give to customers, who by presenting a given number of either may obtain a premium, belong also in this class.

6. Prize Contests.

They are largely used in the selling campaigns of firms that market baking powder, gelatine; also food products, such as flour, prepared foods, and the like, to stimulate interest and buying desire.

Illustrations of Letters to Women

1

Here is a letter written to a woman by a woman. It was exceptionally successful in bringing many immediate returns. Note its "chatty," intimately personal tone. It was directed to saleswomen behind dealers' counters:

Dear Mrs. Walters:

Mme. F. R. Défur has told me about you; so I feel well enough acquainted to write you this personal letter.

I'm glad it is my privilege to invite you to avail yourself of the Health Corset Company's invitation to join their classes in Minneapolis. This is a once-in-a-life-time opportunity to make yourself a recognized expert in one of the most interesting and most profitable of the newer professions.

I REFER TO CORSETRY AS A BUSINESS. The Health Corset Company has arranged, for your benefit, a two weeks' session to be held at the Grand Hotel, Minneapolis, Minnesota, March 24 to April 6. In charge of this school will be expert instructors in every way authorized to prepare you to receive a DIPLOMA OF GRADUATE CORSETIERE.

The course requires only a week and the instruction is all FREE. Altogether, I don't know how or where you could spend a week and reap more profit.

Take myself for instance. I'm only a hard-working advertising manager, but if I knew of an advertising expert who was giving a whole week of his time to tell me all he knew about advertising, I'd be right there in the front row, with note-book and well sharpened pencil, ready to get all I could out of the week, *because I know it would pay.*

It's the same with those who would make corsetry a business. The more you know about corsets, about the fabrics, the boning, the fitting, the selling, even the manufacture of corsets and of brassieres, the more you will become recognized as an authority and the more success and profit it will mean to you.

The time is short, but you can arrange it if you try. Our very able instructors will be assisted by Miss Viola Walker and Mme. F. R. Défur, our Minnesota representatives. Talk it over with your employer and reserve a place at once.

Sincerely yours,

2

In the letter given below, note the absence of statements concerning the mechanical construction of the electric sweeper. Instead, a very effective and suggestive description of the time and labor-saving operation of the machine is given:

Dear Madam: .

Sweep!

Shake!

Beat!

Dust!

BACKACHE!!

ALL IN!!

This is a **SHORT** story, but it's a **LONG** discouraging job cleaning carpets and rugs, which only a woman appreciates. That's why *you* would appreciate

A WONDER ELECTRIC SUCTION SWEEPER

for it **MAKES CLEANING EASY** and dustless. You touch your toe to the Wonder switch, glide the Wonder across your rugs a few times, and in **ONE-FIFTH THE TIME IT TAKES TO SWEEP**, without tiring yourself a bit, you have swept the rug, beaten out the embedded dirt, raised the nap, brought out the colors and drawn the dirt by suction into an easily emptied bag.

Won't you fill out the enclosed card, let me bring a Wonder to your home—day or night—and show you what it will do on your own rugs and carpets?

Sincerely,

Here are two more letters written by women to women:

3.

Dear Madam:

A good fairy wishes to be admitted into your home to help you from morning till night.

When you wake up in the morning, your first thought is: "What shall I have for the family's breakfast?" and you always decide on that which can be made best in the least possible time, don't you? Now this is where the good fairy can help you.

Perhaps you have never thought of a **LITTLE JEWEL ELECTRIC TOASTER** as a good fairy, but it is such to so many progressive housewives that we feel sure that you, too, can hardly afford to be without one. Early in the morning it starts its fairylike work, toasting better and quicker than any other toaster on the market.

We do not ask you to buy one of these toasters on our recommendation only, but we ask you to visit us on some Monday, Wednesday, or Friday afternoon (bring this letter with you) in order that you may sample some of the delicious toast and other foods prepared on the ever-handy **LITTLE JEWEL**.

Why not put on your hat now, Mrs. Black, and come to have tea with us, as we are expecting you?

Very respectfully,

4.

Dear Madam:

There's no use of talking—**A WOMAN COULDN'T WEAR HER HUSBAND'S SHOES; NEITHER CAN A WOMAN WEAR HER NEIGHBOR'S CORSET.**

One-tenth of the satisfaction of a good corset is in the corset itself, the other nine-tenths are in the fit of the corset.

More than one woman has become prejudiced against some good make of corset because, at some time or other, she has been poorly fitted with one of them. It makes no difference how fine the material, how stylish the lines, nor how expensive the model—if it doesn't fit, it is not the proper corset.

No woman could wear her neighbor's corset any more than she could wear her husband's shoes. Individual figure requirements must be met—else the wearer is the sufferer.

Let Miss Joy tell you about your particular type of figure and the corset you should wear to bring out its best lines. Better still, let her *fit* you in a corset, and you will enjoy real satisfaction and comfort.

We take this occasion to urge you to avail yourself of her knowledge and skill by calling Warner 8956.

Sincerely yours,

Letters to Farmers

The farmer is primarily a practical man. He lives an independent, simple life, close to nature. His personal contact and daily work is with tangible, real things. And his efforts are productive of real things—necessities—our daily bread and butter.

Having to wrest his living from the stubborn soil, he is naturally reluctant to spend his hard-earned dollars on anything that does not appeal to his careful, matter-of-fact mind, or that does not promise a return measurable in some tangible, concrete form. The income of the average farmer—seldom certain—is the result of weeks and months of toil. He knows full well the amount of thought and effort it takes to “clear” a dollar. So it is only natural that before parting with it, he should wish to make sure of getting its full worth in return. Unless the letter-salesman can impress the farmer with the fact that he actually needs the article in question, and can furnish abundant proof to that effect, the latter will not be inclined to buy. For him things exist only as necessities or luxuries—the former to be acquired when the need is urgent and the purchase price available, the latter to be disregarded.

The man who earns his living in the country reads his daily mail carefully and usually in the evening when his work is done. Often the day's mail passes through the hands of every member of the family and furnishes the main topic for an evening's conversation. As a rule, a farmer is slow to reach a decision, especially when it involves his paying out a considerable sum of money. He will weight long and painstakingly, the advantages and disadvantages of every offer made him, comparing them in detail with those of

other, similar offers, talking the whole matter over at length with his family, neighbors, and friends, before he will give his final yes or no. He does not want to be hurried or urged too much in the process of deliberation.

The man of the soil usually goes to the bottom of things in a very thorough and practical way: he will consider the purchase of an article from every possible angle. Hence, he will read letters that are long and detailed, provided, of course, they do not reach him during the busy season of the year. Proof of this is found in the interesting fact that hundreds of thousands of big, bulky, and voluminous mail-order catalogues are read, *and read through from cover to cover*, by the farmer and his family in various parts of the country. So thorough is this reading of the catalogue by the farmer's youngsters that they know its contents almost by heart and need no index when it comes to finding a given article in this large volume of illustrated advertisements. Of course, the best time in which to approach the man in the country with important offers is in winter, when he has many spare hours to read and to think about them. Letters sent him at other times of the year, when he is likely to be busy, should be short and to the point.

The language of the letter to the farmer should be simple, direct, and, above all else, clear. Plain words which the average man can understand together with a few expressions that smack of the soil are best. Talk to the farmer—on paper—as you would if you were facing him at his home in the evening after a hard day's work—in a frank, open, friendly, straight-from-the-shoulder way. Remember he is suspicious of offers made in "high brow" language, because they have been used as the means of taking advantage of him in bygone years. Be direct, therefore, when talking to him, be frank. Make sure that he can interpret your message in only one way—the right way—your way. Let all your statements be definite and specific. Let them concern facts rather than opinions, because it is facts this reader wants.

To convince the farmer of the merits of an article, it is necessary to give him proof—known and cogent facts which he himself can substantiate, if he so desires. Price and quality are of foremost importance to him. Style and appearance mean little to him. Thus, when he buys an overcoat, he looks first of all for quality. Next he wants to know what the coat will cost him. If the material, color, and price appeal to him, he will buy the coat regardless of its style.

Moreover, farmers as a rule take advantage of every opportunity to save money on purchases of merchandise. Any offer, therefore, that has the earmarks of a bargain is likely to attract their favorable attention. Other effective selling arguments are:

Free trial offer.

Testimonials.

Money-back guarantee.

Samples.

A firm selling tractors to farmers uses a snap-shot, showing a satisfied customer using the machine in the field, as proof that its tractor can do certain work under certain conditions. This actual photograph, which is attached to the letter sheet, is fully explained and commented upon in the letter. Being a lifelike picture, it has much human interest value. Its effect on the reader is likely to be more impressive and lasting than that created by, say, illustrations found on a letter-head or circular, because it is a real picture of actually existing conditions. It presents definite, provable facts. Here is such a letter:

Do you know Mr. John Ahlrich of Anamosa, California? He farms about the hilliest 600 acres in that part of the state, and he does it all with a Lightning "99" Tractor. Before he bought the tractor, he farmed (as best he could) with 40 head of stock.

In the picture, Mr. Ahlrich's Lightning "99" is pulling a five-disc plow up a hill that is pretty close to 30 per cent, and he is plowing deeper and better than he ever did with his horses. The first year he had the "99," his barley crop was almost doubled, from 12 sacks to 21 sacks an acre. It was the power of the Lightning "99" on these steep hills that enabled him to get his extra yield, because he could plow deeper.

To say that Mr. Ahlrich is pleased with his Lightning "99" is putting it mildly. "I would quit farming rather than go back to using horses," is what he said. There are hundreds of other "99" Tractor owners, who feel just like that. If you had a Lightning "99" Tractor doing your work, you would feel the same sense of pride and satisfaction as Mr. Ahlrich.

Why not get a Lightning "99" Tractor yourself and make bigger profits? Remember it is a part of our business to help every Lightning Tractor owner to be successful with his machine and that's what we'll do for you. Just tell us when our representative may call and talk the matter over with you. Use the inclosed post-card.

Note how the writer of the letter given below seeks to convince the reader of the value of his own product by suggesting that he test it in open competition with other products. This is good proof. He goes even further than that: he offers to send his machine on thirty

days' free trial, asks for no money in advance, and agrees to pay the freight both ways in case the prospect is not fully convinced by his own test:

The Universal is so far superior to any other separator that the additional cream it saves you will soon pay for the separator.

The booklet we are enclosing goes into detail regarding material and construction. Read it over carefully—study the Universal's exclusive features, such as—its SELF-BALANCING BOWL—its SINGLE BALL-BEARING BOWL BEARING—its WHITE BATH-TUB ENAMEL CREAM AND MILK CHAMBERS, etc., etc. You will then understand why the Universal is better. Buying a separator is a business proposition. Go about it in a businesslike manner, and if you do, we know your choice will be the UNIVERSAL.

Here's a suggestion: Tell your local separator agent that you want to try one of his separators on your farm for 30 days. Then write to several of the best separator manufacturers in the United States and request them to send you one of their separators for 30 days' free trial, so that you can make a competitive test. Make it plain to them, that in case their separator loses in this test they will have to pay freight charges both ways. Then, let us send you a Universal on a 30-day free trial. We do not ask you to send us any money, or to obligate yourself in any way. You simply set the Universal up, run it for 30 days on your own farm, test it in every way you can think of, and then if the Universal loses out in this test, ship it back to us, and we will pay the freight both ways.

But the Universal will not lose out—that is the secret of our success. If you want one of these free tests, it is important that you make your request at once, as there is bound to be a big shortage this season. We enclose Free Trial Order Blank. Sign and send it in today.

Below is a letter written to interest the farmer in ready-made clothing. The writer emphasizes value in conjunction with price: "these clothes give you the most wear for every dollar you spend," and also the money-back guarantee:

You want to keep down the cost of clothes as much as you can. That's just as natural for you as for us to want to cut down on our grocery bill.

But we don't want to eat inferior meat to save money, and you don't want to wear inferior clothes.

The fine thing is that you don't have to. The kind of clothes we sell, made for us by Wander & Wender, are so stylish, so good, that they give you most wear for every dollar you spend. The all-wool materials and careful tailoring make them that way.

You don't have to take our word for it. These clothes are guaranteed.

Any time they fail to give you the satisfaction you expect, all you have to do is to tell us about it; we'll give you your money back.

The new fall and winter clothes are here for you now. You'll be surprised at the big values. Come in the next time you're in town, and let us show them to you.

Letters to Business Men as Dealers

A dealer buys merchandise not for consumption but for resale. His view-point as a prospective purchaser is therefore entirely different from that of the consumer. He is a business man. He is interested in the quality of the goods only in so far as it establishes their saleability: satisfied trade, rapid turnover of the stock, and big profits. He wants repeat sales which are the result of a good, consistent demand. This demand, in turn, is the expression of satisfaction by the consumer over the quality and other selling features of the goods. Dealers know that in the end it is far more profitable for them to stock up on merchandise with a relatively small margin of profit but a high and quick turnover, than to fill up their shelves with goods, which, though promising big profits, do not yield them in the end because they stay on the shelves. There is no brisk demand to move them and so turn them into money. On the other hand, since the dealer's aim is to secure the largest possible return on his investment, he prefers goods of only fair quality but high financial return, to high quality goods that are known to bring only an average percentage of returns. In brief, the basic questions which the sales letter to the dealer must answer convincingly and satisfactorily are these:

1. Will the goods sell readily?
2. Will their quality, price and other features satisfy my trade, thus making for repeat orders, and increasing the turnover of the stock?
3. Will their sale bring me substantial profits in a comparatively short time?

The number of offers which a dealer receives is naturally large. The letter that carries a sales appeal to him must therefore compete with numerous other letters for the reader's attention and interest. To accomplish these ends, mechanical means in the form of illustrated and colored letter-heads, odd, attention-catching inclosures, and original advertising folders are oftentimes used with good results. On the other hand, even though this type of prospect

is besieged by offers, he is, in most cases, willing to listen to new proposals, provided they merit investigation.

The dealer is presumably a busy business man. A businesslike approach that will save him time and effort is therefore necessary in his case. Applied to letters this means brief messages which strike at once to the heart of the subject matter, which may be read, understood, and acted upon in a few moments. One-page letters will usually accomplish this best.

Being daily approached and interviewed by salesmen and solicitors, and being the recipient of many written offers, the dealer is accustomed to language that is snappy and stimulating. A few breezy colloquialisms and timely slang expressions used in the right place and at the right time are likely to strengthen the general appeal of the letter by giving it individuality.

The tone and spirit of the letter to the dealer should be similar to that of the personal selling talk. The salesman makes a courteous, energetic, man-to-man appeal, into which he injects "life" and enthusiasm. Correspondingly, the tone of the silent salesman's talk should be such as to win the reader's good will immediately by expressing a desire to render courteous, satisfactory, and mutually profitable service.

In the case of a new line of goods for which there is no well-established demand yet, and the sale of which is uncertain, the dealer must be assured of the seller's coöperation before he can be expected to place an order for such goods. That is one reason why manufacturers and wholesale distributors maintain well equipped dealer service departments whose function is to help the retailer move the goods from his shelves into the hands of his customers, and to aid him in every other possible way.

Such dealer helps take the form of national and local advertising in magazines and newspapers, of attractive advertising material for the dealer's counter, of suggestions for window displays, of special demonstrations, of moving picture films, of free samples for distribution to the consumer, of special sales helps and instructions to the dealer's clerks and salesmen, and of advertisements and letters written for the dealer. Most wholesalers and manufacturers market their goods only through well established channels of trade—dealers and retailers—and refer all consumer inquiries that result from newspaper and magazine advertising direct to them. Their dealer service departments work closely with their sales depart-

ments, of which they form a part in that they follow up an order for goods from the time it is received until the time it is shipped and delivered into the hands of the customer. Thereafter they help the buyer sell the goods. Such thorough-going, interested coöperation between seller and buyer benefits both. It is this constructive, business-building service which the sales letter to the dealer should stress at every opportunity. Indeed, it is the best kind of proof which the writer can give in support of his claims. Note how the idea of service and coöperation is stressed in the following letter:

Our sales promotion service whose function is to help you turn your stock quickly and so multiply the earning power of your money is primarily YOUR service.

This service is real—you can “put your hand on it” every time you want to secure “leads” or follow up prospects. There is practically no cost to you. Here are its most important features:

1. National Magazine Advertising—makes Walker products acceptable in every home.
2. Newspaper advertising, cuts and copy—brings the prospects to your store.
3. Moving Picture Films loaned free. We have six excellent films.
4. Folders and “stuffers” on Walker products for general mailing, catalogues and booklets, all imprinted without charge.
5. Special Direct-by-Mail Plan—a series of six folders, imprinted, to be mailed to a selected list of prospects. We do the work; you pay the postage.
6. Display material and window trim.
7. The *Walker Sales Manual*—104 pages chock-full of sales information to help you and your sales force sell successfully.
8. The Walker house paper every month.
9. Financing Service—arrangements made for handling all your time-payment paper at no cost to you.

Remember, the full benefits of this Service will be yours the moment you join our band of satisfied Walker representatives.

Why not talk the matter over with our salesman who is on the way now? It won't cost you anything and may benefit you greatly.

Just drop the enclosed card in the mail NOW.

Examples of Letters to Business Men as Dealers

The purpose of the letter given below is to pave the way for the wholesaler's representative:

1

We want you to know us.

Because you have been selected as the dealer in your territory who is best suited to handle the Weller & Waller line.

Because our advertising is producing a demand for Weller & Waller merchandise that will wear and give satisfaction.

Because our advertising is producing a demand for Weller & Waller shoes that you cannot afford to turn away from your store.

Because we relieve you of the expense and necessity of carrying a large stock of shoes by having a complete supply of all styles, widths and sizes at your service in Milwaukee, not more than a day's shipping time from your store.

Years of consistent advertising have made Weller & Waller shoes known throughout the country; their reputation for correct style, unusual comfort, and dependable value made them popular with "Every Member of the Family."

Let us show you how other merchants have made real achievements in towns of every size. Then let us demonstrate the results that could be accomplished in your store, if our sales and advertising methods were put to work in your interests.

Our men are on the road now—one of them will be near you in the next few days. A check mark on the self-addressed return postal which we are enclosing will bring our man to your door, or our catalogue in the next mail.

Note the breezy, "snappy" style of the following message which effectively "ties up" the quality of the goods with satisfied customers and good profits, thus stressing three arguments of prime importance to the retailer:

2

Opportunity beckons you this morning. A vigorous effort on your part at this very moment will bring you the biggest glove profits you've ever known.

Your customers were never so prosperous as now. Good prices for THEIR STUFF have made their pocketbooks bulge. They can afford the "best," and they are BUYING the "best." Oh yes, they kick a little at the price, now and then—but that's just human nature. The point is, they are letting go of their dollars more freely than ever before in exchange for every kind of high-grade merchandise.

Here's a Heaven-sent chance to swell your bank balance with a whizzing business on "HARVEY" gloves.

Everywhere, folks who once felt they couldn't afford the luxury of a pair of "HARVEYS" are demanding them today. Your customers know

that our name stands for QUALITY, and this year more than ever before they'll INSIST on "HARVEYS," the gloves that give them SUPREME SATISFACTION—and that PAY YOU A HANDSOME PROFIT, to boot.

Good combination that: Supreme satisfaction for your customers, and handsome PROFITS for YOU!

RIGHT NOW is the time to get your glove samples and begin rolling up these profits. The inclosed post-card starts things. Just check kinds and sizes you want, sign, and MAIL IT. That's all.

L-E-T I-T C-O-M-E.

Cordially,

P. S.—And don't forget that you can always return anything and everything we send, if it doesn't just please you.

There is much good, positive suggestion in the letter given below which urges the retailer to stock up on goods for a special occasion, for which the writer promises special sales helps.

3

Get ready for the house-cleaners. Fill your window full of soap. You've often thought of doing what this man *did*:

We loaned a salesman, one day last week, to a big dealer and together they sold on Saturday 10408 cakes and packages of soap—about 105 boxes! Over 1000 women laid in their house-cleaning supplies and it was all Educator Soap.

You can do the same in a measure in your community. First order your Educator Soap, then put it in the window, then figure your specials and advertise.

We will tell you more about it and send you advertising material for your window or electrotypes for your ads and handbills, if you will put in an Educator House Cleaners' Window.

Mail the order card today and get ready!

The purpose of this message is not so much to create immediate sales as it is to give the dealer information concerning possible prospects and sales opportunities in general, and so to educate him to extend the sale of his goods more and more:

4

It wasn't but a very few years ago that the sugar barrel at the corner grocery was an open dust collector; the antiquated cash drawer under the counter told no tales, and deliveries were made on an elastic schedule according to "Dobbin's" gait or the driver's inclination.

But the change has been sudden and swift. Strict sanitation in stocking and handling food supplies now prevails. The accurate cash register inaugurated systematic accounting, and motor transportation is putting delivery service on an efficiency basis. The "hold-out" is losing business—first because the public demands such service; and secondly, because the old methods are an economic waste.

A Wilton combination is the logical solution to both problems, and we've something practical for every need. A 99 or a 116 is a good buy for the small grocer; possibly a 97 where a panel job is preferred. For the larger retailer and wholesale dealer a ton truck with a 244 body offers an excellent hauling unit. There's the 333 or 444 in open type models.

The butcher, the baker, the plumber, and a hundred others need just such hauling equipment; so at every opportunity feature the many advantages of motor transportation. Bring your prospects over and with a "classy" job on display talk Parker Service backed by Wilton quality. You'll sell them.

Letters to Business Men as Consumers

In form and appearance, in language and tone, there is comparatively little difference between the special appeal to the dealer and that to the business man as consumer. These two classes of prospects have the same general characteristics: Both are business men; their work and environment is of a similar character; they are the recipients of many written and personal offers; they like to be approached in a courteous, straightforward, businesslike manner and appreciate language that is clear-cut, direct, and crisp.

There is however, a striking difference in their *attitude toward buying*. The dealer, as we have seen, is concerned mainly with the marketability of the goods he buys, with profits. The business man purchasing for consumption, on the other hand, looks at the intrinsic value and inherent qualities of an article. In this respect he is much like any other male consumer—desirous of getting the most satisfaction from the use and possession of what he receives in return for his money. So large is the number of agents and salesmen, and so insistent their demands to be heard, that the business man has formed a habit of saying offhand: "No, I don't think I need it," a reception which he is wont to accord also to the numerous written offers that come daily to his busy desk. To counteract the negative influence of this prejudice against most offers, the seller by mail should emphatically emphasize the business man's need for the goods. Only to the extent to which his letter is successful in

awakening and establishing a definite " Yes, I think I need it" in the reader's mind, will it be effective in securing a sympathetic consideration of its message. Even in the case of an article which costs but a few dollars, the business man will hesitate to buy unless he is sure that it will meet a definite, existing demand. Thus the appeal created to sell a book on letter-writing to the business man stresses need in this wise:

You need this book, because:

It will enable you to write *better letters* and so win *more business*.

It is written by practical men for practical men.

It is a good instruction and a handy reference book for your correspondents and stenographers.

It differs in certain important respects from books on letter-writing which are now on the general market.

Its price is reasonable.

A business man's decision to buy investments would largely rest on any or all of these reasons:

They are safe.

Their prices are below real value.

They afford an exceptionally good income.

Sentiment, as a rule, does not play a very conspicuous rôle in the appeals which finally influence business men to take buying action, at least so far as most articles sold by mail are concerned. Even the person selling "homes" relies largely on the reason-why appeal when he writes:

No investment is so secure and gives you such continuous satisfaction as the purchase of your own home.

No less does the seller of such emotion-stirring machines as phonographs, a part of whose message to men reads:

We do not believe there is an atheist or an agnostic whose soul would not be stirred by one of the noble Christian hymns.

A fine old hymn, properly rendered, would bring applause in the gayest café on Broadway. It's a pity that more of them are not sung there.

Do *you* like hymns?

A business man should always be given important reasons why he

should pay out money for something—reasons based on facts which concern his essential needs—facts which he can substantiate himself if he so desires. He will, as a rule, be more favorably inclined toward an offer if it is presented to him not as an expense, but as an investment, certain to yield dividends in some form which he can measure himself. Here is an appeal typical of this sort:

Would you overlook an investment paying 100%—or even 50% annual dividends? Then just read the following:

"You told us the Hand Addresser Machine would pay for itself in a year—even on a small list. Nine months after it arrived, it is due to pay a dividend of \$9.50—or 105% on our investment, because the machine is paid for in addition.

It gives absolutely no trouble and we use it in innumerable ways—other than plain addressing."

Leo Gilbert, Director of Sales,
The U. S. Register Company,
Eugene, Oregon.

ONE HUNDRED FIVE PER CENT DIVIDENDS IN NINE MONTHS!

In your own office this little Addresser will soon pay for itself—then give you big annual dividends besides. Can you afford not to make use of it?

Why tolerate slow, scratchy pens when the speed, economy, and neatness of the Addresser costs so little? By inefficient hand methods you can soon waste the price of the Addresser you need.

What questions have you—or points to bring up?

Let's get down to brass tacks. Use the Question Blank enclosed to write me. Will you—today?

The saving of time, effort, money, in short, efficiency, is another talking point likely to produce favorable response from this type of prospect:

TWO MACHINES IN ONE

A high speed adding machine that turns up the total in record time—

A rapid calculating machine that shows up mental figuring for what it really is—a prodigal waste of time and effort.

You get both in the **COMPUTATOR**.

Are your employees giving you their best efforts?

Do you know that light, airy, cheerful, sanitary workrooms increase not only the general well-being of your employees, but also their ability to produce?

Seldom does a business man make an important purchase on the spur of the moment. As a general rule, the greater the cost of the article, the more time, arguments, and letters are needed to sell it. And, of course, no matter how many of the latter are sent, their value will be insignificant, unless they describe and stress those features of the goods which are of special interest to the reader.

In the letter to the business man the forms which proof (he wants plenty of it) takes are various. Money-back guarantees are always good. Thus, the retail clothier writes:

You can't lose because we will refund your money if you do not get full satisfaction.

The paint manufacturer "proves" his statements in this way:

We guarantee that if Cheer Gloss does not do everything which the inclosed circular claims it will do, we will gladly refund your money.

Samples of work done (usually by time and labor-saving office machines) form strong evidence because the reader can see and test it for himself:

Here is a payroll ADDRESSER plate—designed for CONVENIENCE and ECONOMY in handling a payroll list.

Attached is a sheet of figures such as you have in your own business. The time given is that of just a fair operator, and yet you realize that this time is very fast.

This letter was printed on a LIGHTNING Duplicator, and the name was filled in on a typewriter.

Do you realize that 1000 such letters can be produced by a LIGHTNING for less than twenty cents, which if done by any other method would cost you from three to ten times that amount?

The plan under which the buyer may try the product in his office under his own conditions is likewise a convincing and tempting means to spur him to action:

Use this machine at our expense for ten days. If you like it, keep it. If not, send it back to us freight collect. This trial will not obligate you in any way, nor will it cost you one penny.

Examine LIVE LETTERS for five days free. Then, if you don't think the book is worth more than we ask for it, return it at our expense. Otherwise, just mail us your check for \$5.00.

Even testimonials—so much abused in the past—are included in letters to business men as good proof. They are especially valuable when they clearly establish the identity of the satisfied customer, and when the latter is a man more or less prominent in business:

Mr. J. B. Lange, General Manager of the Johnston Chemical Company, Milwaukee, once thought of the ADDRESSER merely as a speedy and economical means of addressing their thousands of monthly statements to customers.

But a short time after he had installed it, Mr. Lange knew differently. Then he wrote us:

The ADDRESSER not only saves us a great amount of time, but our statements now go out looking 50% neater than when addressed in long-hand or by the typewriter. And it didn't take us long to figure out that this machine would be a great time saver in our payroll department. Now we use it to list payroll sheets, address time clock cards, and other forms. The ADDRESSER has more than paid for itself in that department alone.

Examples of Sales Letters to Business Men as Consumers

1.

Dear Sir:

No matter how much money you have, you like to feel you're getting good value when you spend it.

If you buy stocks and bonds, you make sure there's something more than blue sky behind them; when you buy automobile tires, you insist on guaranteed mileage, backed by a maker you have confidence in.

It's the same way with clothes; you want to know you're getting all-wool materials, good style, fine tailoring; a guarantee of satisfaction.

You do know you're getting all these things when you buy a Fox & Brown suit here. If, at any time, you feel that you did not get full satisfaction, all you have to do is tell us, and we'll refund your money.

The new fall clothes are here now. We're sure you'll like them. We're selling them on a very small margin of profit.

Come in and let us show you what "getting your money's worth" in clothes really means.

1a. This is a very poor sales letter. Its tone is too familiar; its language is such as to disgust the reader with the entire message before he has read very far. The entire letter, in fact, is an excellent illustration of *what not to do* when appealing to business men.

Friend Undertaker:

You will no doubt wonder where I obtained your name, but for a long time I was connected with the Franklin Mausoleum Company, and in fact at the present time still retain my interest in the above company, but am now actively engaged in the manufacture of gasoline in El Capitan.

The Georgia Royalty Association, in which I happen to be interested is in a position to offer a proposition that's gonna make a few wise guys a bunch of dough. I don't mean that it's gonna make you a millionaire overnight, or that you will be able to retire from active service after receiving a couple of our dividend checks. But I do claim that we have the best dad blame proposition that you ever had tucked under your nose, and I don't give a tinker's dam who you are or where you came from.

You're in the undertaker's business; you're handling dead ones all the time; that don't mean, brother, that you're dead; but it does mean that it's time for you to get away from the odor of formaldehyde and inhale the fumes of gasoline from your own plant.

The Georgia Royalty Association has under construction at the present time a Casing Head Gasoline Plant, and manufactures gasoline from natural gas. Prior to the manufacture of Casing Head Gasoline this gas was used occasionally to heat the field offices and pump houses on the various leases. Today, however, it's worth flocks and gobs of good old United States dollars, and is utilized for gasoline in every oil field of both continents.

By piping this escaping gas to the plant we get it at a small cost, and by a process of low compression and absorption it is made into a high-quality gasoline, which we sell for many times the initial cost. The Casing Head Gasoline Industry has grown since the birth into such proportions that today the industry ranks next to the regular refining business that is carried on in and about every oil field. Everybody uses gas, when you take a corpse to the graveyard, you use some gasoline to get him out there, and the increased demand for gasoline has caused oil producers to strip every product of the oil field of its gasoline.

Colonel Lofty, the head gink that pushes the rough necks, and whose official title is Chief Engineer, has built more Casing Head Gasoline Plants than an Arkansas Hound has fleas, and the plant that he's erecting for us here in El Capitan, which when completed within the next thirty days, will be capable of taking care of five million cubic feet of gas per day. However, you don't have to wait for dividends; we've been paying dividends for several months.

We have derived our dividends from royalties scattered through the entire El Capitan Field. When I say royalty, brother, I'm talking about the safest end of the Oil Industry; royalties that we bought early in the game, and today they're worth many times the amount we paid for them. Those royalties with the Casing Head Gasoline Plant means that you're gonna get one of those dividend checks of ours as regular as the old clock turns around.

I've set aside five shares for you, brother Funeral Director. I want you to take them. Throw off the yoke of indecision, grab hold of the old fountain pen, get the check book out of your pocket, put the John Henry on the bottom of the check and send it in. We have eleven hundred shares of Treasury stock left at ten dollars a share, and are offering it to raise money to complete the plant within the next thirty days.

I never coaxed a man in my life to buy a Mausoleum, and I'm not gonna start in coaxing in this business. With a low capitalization of \$100,000, I honestly believe that this will bring you ten for one within the next sixty days. If you want in with square shooters; if you want in on an honest-to-God-all-wool-and-a-yard-wide proposition, this is your chance.

Remember this, this is a dividend paying proposition from the start; we have up to date paid one per cent a month, or 12% per annum, and your banker only pays you 4% and a first mortgage ten per cent. If your subscription reaches me by the 15th of February, you will participate in the January dividends, and if that's not quick action on your dough, wire me what is and I'll pay the message.

I'm inclosing a telegraph blank for your convenience; get a new pair of rubber heels on your shoes; put bear grease in your hair, tuck a drink of formaldehyde under your belt; straighten back your shoulders and beat it for the Western Union.

Sign and slip the inclosed telegraph blank to the operator. That is the message that will start the dividends on your way, and they will be coming from

Yours very truly,

2.

Dear Sir:

Will you take advantage of the free offer in this letter?

Will you let us send you one of our ADDRESSERS for a ten-day free trial in your bank AT OUR EXPENSE? The hand machine is proving especially popular for bank use. By a trial you can tell whether it will pay YOU.

Without placing yourself under the slightest obligation just slip a list of fifty of your names in the inclosed envelope and drop it in the mail. We will then make up sample ADDRESSER plates and send them to you with the Hand ADDRESSER for free demonstration at our risk.

If you like the ADDRESSER, keep it. If not, send it back to us, freight collect. The ten-day trial will not obligate you in any way nor cost you one penny.

Nothing stands in the way of at least TRYING the Bank ADDRESSER. Send no money—take no risk—just mail us fifty of your names with the inclosed card today.

Isn't this a very fair offer? May I have your "O.K."?

Yours very truly,

3.

Dear Sir:

The form of security which has been best known to the greatest number of people since the beginning of civilization is the mortgage secured by real estate.

MODERN OFFICES CORPORATION
FIRST MORTGAGE TEN-YEAR 5% SINKING FUND GOLD LOAN
presents, in our judgment, one of the highest types of this standard form of investment.

Property.—Twenty-one story office building of modern construction, known as the M. O. Building; 18,000 square feet of land.

Location.—In the heart of the down-town financial and business district of Chicago.

Appraisal.—\$6,125,450 is the average appraisal of the property as determined by four of the leading real estate authorities in Chicago.

Equity.—The loan is only 58% of the appraised value of the property. A strong sinking fund will increase this equity substantially each year to maturity.

Denominations.—\$100, \$500, and \$1000, April 1, 1923.

Price.—100 and interest, to yield 5%.

We strongly recommend this investment. May we send you more complete details?

Very truly yours,

Letters to Salesmen

The salesman is the personal link between the house and its customers. He is on "the firing line" of the business. The results of his day's work are measured by the number of bona fide orders he reports every night. His lot is by no means a rosy one. So far as his firm is concerned, he "absorbs most of the shocks." If business conditions are depressing in a certain locality, he is the first to hear the news and to feel its effect; if competitors have succeeded in selling one of his customers their line, he gets the blame first-hand; if the prospect is pessimistic, or critical, or angry, or "just cold," the salesman must accept him as he is, and turn the situation to his advantage diplomatically and unflinchingly. Moreover, every salesman meets with a certain number of turn-downs each day, failures which he must analyze so as to avoid them in the future. At times, he must put up with poor accommodations in

cheap hotels in small country towns. Most of the time he is far away from his home and family—a stranger among strangers.

The wise sales manager realizes these and other difficulties which his men face daily on the road, and which they must overcome if they want to win business. He knows full well that a message of hearty cheer and practical encouragement has frequently the power to send the firm's representative out in the morning from his hotel to his day's work smiling and with the firm determination to get the business. To the man in the field, who has just risen after a restless night in an uncomfortable bed in an out-of-the-way country town, with his nerves on edge, his optimism gone, and his mind already made up that so far as his line of goods is concerned the town is "dead," and that conditions are against him, such a message, handed him by the hotel clerk in the morning as he comes down-stairs from his room, ready to enter the dining-hall for his breakfast, is a long-distance, "Good Morning! Let's start the day right." handshake from the sales manager. The recipient reads it while enjoying his morning meal. It comes from one who has been "up against" similar disappointments, who has had to answer similar objections, who has met with similar rebuffs, from one who fully understands the reader's situation, and who is therefore sympathetic. And the man at home puts courage into his message to the man on the road, and inspiration and optimism—vital qualities that make for selling success. He is in close, constant touch with his men. They feel the hearty grip of his hand, the friendly pat on their shoulder; they catch the spirit of his enthusiasm over the house and its goods, of his courage to stand up in the face of seemingly adverse business conditions, and of his capacity for hard, unflinching duty—all this they get from the letters he so regularly writes them. And the inscrutable, analysis-defying power that characterizes the lines of the sales manager's personal letters to his men, that makes them want to live up and work up to his expectations, is the attractive force of his personality. For, only he who possesses a magnetic personality, who knows men, who can lead them, because he knows them, and who is able to project a vital part of his own self in black on white, can write letters to salesmen which will tend not only to keep them in line, but which will show them also how to become bigger men and better producers. Such rare character qualities are not to be found in the average business correspondent.

Letters to salesmen are therefore, and should be, written only by men of practical selling experience who have a thorough understanding of their problems. Coming from a man who himself has been "up against it" out in the field, the message carries weight and authority: it inspires confidence. Instead of its being so many paragraphs of "hot air" wrapped up in high-sounding phrases by a theorist who, seated in a comfortable office chair, has never felt the sting of being "turned down," it represents the practical advice and view-point of a man of wide business experience, far vision, and sympathetic grasp of problems in selling.

Letters to salesmen give a variety of essential information. There are:

1. Letters impressing upon the reader the general selling policy of the house, giving him new "talking" points, fresh, effective answers to objections, and providing him with data concerning the competitor's selling methods and goods.
2. Letters concerning general and special conditions prevailing in the salesman's territory, and also concerning customers and prospects in that territory.
3. Letters to inspire the man in the field, to instruct and so to help him with special reference to the kind of work he is doing as shown by his reports and letters.

Letters to the firm's representatives have here been grouped into three classes mainly for the purpose of clearness and better understanding. As a matter of fact, a letter of this kind may touch on any one or all of the general subjects mentioned in this group.

The language to be used when writing to the firm's traveler should be simple, direct, and crisp. Special trade expressions and "snappy" colloquialisms are effective if used moderately, not for the sake of mere effect, but for the sake of better understanding, for closer personal contact. The tone of the letter should be such as to put the reader at ease, to inspire him with confidence in the writer and his methods, and to create in him respect for both. It should be "talkative," sincere, optimistic, expressing confidence in the salesman's ability to make good, and make him feel that the sales manager and the firm is with him in his every effort. In short, it should be in every respect encouraging. Note the cheerful, "talkative" tone of the following letter, written to a man who had been in the field only three or four weeks. Its purpose is to spur him on to greater and better efforts:

Dear Mr. Allen:

Congratulations on your report for the week ending June 28.

Eleven orders out of twenty-two canvassed is a good percentage. Now determine to improve still more, to make your average two orders a day. We believe that you can reach fifteen orders a week.

We realize that your earnings last week were \$43.49, or an average of \$7.25 a day. Now that is certainly good after three or four weeks' experience. You are earning almost \$200 a month, Mr. Allen, which is far better than the writer did during his first month. We feel sure that you are going to make this \$250 a month within the next week or two. Believe you can do it very easily. You have made a good beginning now, and will find it decidedly easier to improve your work from now on.

Keep the ball rolling a little faster each week. Now see if you can't reach a total of fifteen orders and catch up with Mr. Nutting, who landed fifteen orders last week. Mr. Reinhart secured six or seven orders last week; so you and he are running neck and neck. See, if you can't beat him.

Yours very truly,

The purpose of the following message is purely inspirational. It is one of a series of written sales talks which the men in the field receive at regular intervals.

Dear Sir:

Subject: IMAGINATION

It was a stony hillside farm, ten miles from a railroad. Its fences were broken down, its fields in weeds and its buildings dilapidated.

It had one redeeming feature. It was beautifully located. Its pasture land in the back was cut by a stream starting high up in the hills. Chestnut trees grew along its banks and scores of black and gray squirrels jumped from limb to limb.

But it was a wasted and neglected farm and the countryside averred that "the land was no good."

A man I know bought this farm. He built fences, cut weeds and brush, picked stones, fertilized and plowed the fields, repaired the buildings, bought cattle and sheep and almost overnight by work and thrift transformed it. It produced corn, wheat, potatoes, and timothy in abundance.

Other men looked at this farm and saw it in a worn-out and broken-down condition. This man looked at it and saw green fields, waving corn, long rows of rank and heavy potato vines and he TRANSLATED HIS VISION INTO REALITY.

Salesmanship to be effective must have in it vivid imagination. Dream out your dreams, then bring them into reality by initiative, courage, and hard work.

Cordially yours,

The following two letters are designed to help the salesman in his work:

Dear Sir:

P O I S O N !

Promises are easy to make. Some of the dealers "Promise you an order the next time" and perhaps you rest secure in the thought that the promise is as good as the order.

The dealer who promises you so easily may have promised the same thing to six or a dozen other salesmen.

When his day of judgment comes, the salesman who happens to be in the store, or who happens to be the best salesman, gets the only order the dealer has to give and the other five or eleven continue to get promises and nothing else.

The best promise a dealer can give you is his signature on the dotted line.

Yours very truly,

Dear Mr. White:

Did you ever go into a store when the business was so dead you wanted to walk on tiptoe?

The proprietor is not thinking of buying goods. He wants to sell them. He wants customers.

Now is the chance for you to show your salesmanship. A chance for you to bring his business to life and get him out of the rut. It's your only chance for an order. Get customers for him.

Go out and take a look at the windows. They probably look as down in the mouth as the proprietor feels. Would they coax you in? Size up the town. Does it look dead too? You can help ginger it up.

Ask permission to put in a window display of our clocks. Have the boy get the stock out and help you. Get the bottom of the window spick and span clean. Then build up a display along the lines suggested in our window display book. Use some posters and motto cards. Get it snappy and attractive. Make it the liveliest thing on the street.

You'll have the proprietor interested before you are well started. As the window is brightened up you'll see his face brighten too. He'll begin to think he is busy and will most likely loosen up for an order. Even if he doesn't you have made an impression on him that will stick.

You've done something different. You've impressed him strongly with Westelox push and enterprise. When he needs alarms he'll have a hard time to think of anything but Westelox.

Yours very truly,

THE CLASS APPEAL

*(Problems)***I. Letters to Women**

1. The Manager of Westover & Root, Incorporated, your city, proprietors of a large high-class grocery and meat store, has asked you to prepare a special sales letter.

This letter is to be sent to the housewives of your city about a week or ten days before Thanksgiving Day. Its distinct purpose is to induce these women to buy seasonable table necessities and luxuries.

In your letter create a seasonable spirit. Suggest, by means of fitting description, the purchase of a number of good things for your reader's Thanksgiving dinner.

2. You are employed as sales correspondent by the Marysville Chest Company, Marysville, Tennessee, sole manufacturers of the famous Red Cedar Chests. These chests are made from genuine Southern Red Cedar, which is the only variety of Cedar that is moth repelling.

Your firm has no distributors or salesmen, but relies solely on advertisements, sales and follow-up letters to dispose of its output. It was organized in 1895. Since then its business has grown very rapidly. With the business of your firm has grown the reputation of Marysville Red Cedar Chests.

You are now asked to prepare an appeal directed to women of the better middle class for the purpose of interesting them in one of your chests. This letter is to be based on the four fundamental elements of the sale. Strongly appeal to your reader's imagination by drawing a vivid picture of the appearance of the Red Cedar Chest and the many uses to which it may be put.

Concentrate your written sales effort upon one or two of the following selling points of Marysville Red Cedar Chests:

1. *The chest is artistic and ornamental.* It combines elegance and beauty with character and dignity. It represents decorative furniture of the highest perfection.

2. *The chest lasts forever.* Since neither germs nor parasites of any kind can live on the cedar tree, it grows for many generations. A Marysville chest will outlive any other piece of furniture. It is a lasting gift.

3. *The chest is moth-proof.* It is made of genuine Southern Red Cedar which is the only variety of cedar that keeps the moths away. Moths, dust and dampness have no effect whatever on a Marysville Chest.

4. *The chest saves storage expense.* Costly furs, plumes, woolen garments and expensive evening wraps may be preserved in the Marysville Chest. The saving of storage expense which a Marysville

Chest effects every year far exceeds its original cost.

All chests are sold on a money-back-guarantee plan.

Write the letter.

Note: Before preparing this assignment, visit your local furniture store and ask to be shown if possible a Red Cedar Chest.

3. Refer to paragraph one of the preceding problem.

It has become known to you that Mrs. Winifred Hunt, the wife of a prominent lawyer, residing at 556 Addison Street, Philadelphia, Pa., is about to purchase a present for a friend of hers, a bride.

Write a letter to Mrs. Hunt suggesting a Marysville Red Cedar Chest as a most elegant and appropriate gift. Inclose an illustrated circular giving complete description with prices, etc. Call reader's attention to the Princess Louise Boudoir Chest on page four of the circular.

In your letter give a brief but vivid description of this beautiful model. Inclose a stamped, addressed envelope. Urge prompt buying. Guarantee safe arrival of chest and full satisfaction or money back.

Your letter should show reader why a chest is a more appropriate gift than any other article.

4. The Alpha Rug Company, 48 Laffin St., Chicago, Illinois, makes a specialty of weaving rugs from old carpets, rugs, and old clothing. Alpha Velvety Rugs woven by the Alpha Patented Process are as fine as rugs woven from new wool. To take advantage of this firm's offer, one has only to tie up old carpets, clothing, and rugs into a bundle and to ship the material to Chicago by express, parcel post, or freight at the firm's expense. The wool in the old material will be reclaimed, and turned within one week into bright, new Alpha Velvety Rugs. The rugs are then shipped back to the prospect who may try them free of charge for five days.

The average price of a 9 x 12 ft. Royal Wilton Rug ranges between \$60 and \$90, depending on the pattern. The average charge for a 9 x 12 ft. Alpha Velvety Rug is \$30 to \$40, thus enabling the buyer to save from \$30 to \$50.

Assume that you are in charge of the Mail-Sales Department of the Alpha Rug Company. To push the sale of Alpha Velvety Rugs you decide to present your proposition to a selected number of housewives in a complete sales letter.

In your message call attention to color illustrations of Alpha Velvety Rugs in the circular which you inclose. Make action on the part of your reader easy by sending her a shipping tag.

Write the letter. Add any other information which you think will further your purpose.

5. From advertisements appearing in the *Ladies' Home Journal* select a food product suitable for direct-mail selling. Then prepare a letter designed to induce women to buy the article.

6. You are conducting a music store in your city. Recently Mrs.

Elizabeth Schade, an old customer of yours, purchased some phonograph records in your store. While talking to your saleswoman, she mentioned the fact that her son, Paul Schade, whose twelfth birthday is approaching, is fast learning to play his violin well, and that he is longingly looking forward to the day when his mother will buy him a "real" violin. This conversation took place about three days ago. The birthday is in about ten days.

Your task is to write Mrs. Schade a letter for the purpose of bringing her back into your store for the purchase of a violin as birthday gift to her son. Being the wife of a retired banker, Mrs. Schade is well-to-do, and can afford to present her son with a good violin.

Every violin in your studio has been judged and approved by Rudolph Heberlein, a violin connoisseur of international reputation. So carefully valued are your violins that you will take at any time any violin you have ever sold at its full original price in exchange for a finer instrument. You have in stock many new and old violins, ranging in price from \$50 to \$3500.

Do not mention prices in your letter. Merely suggest that you have many good bargains at the present time and that you would be glad to show them to Mrs. Schade personally. Emphasize the appropriateness of a violin as a birthday gift to her son and the lasting enjoyment and satisfaction he would derive from a really good violin.

In preparing this letter keep in mind the fact that its main purpose is to bring the reader into your store.

7. Criticise; then rewrite the following letter. Above all else, adapt your appeal to your prospect in as pleasing, diplomatic and dignified a manner as possible. Your product has been tested and approved by the Department of Household Engineering of the *Good Housekeeping Institute*, conducted by the *Good Housekeeping Magazine* once a year.

Price complete \$15.00 postpaid. Send printed circular with letter. Write the letter.

Dear Madam:

Pet dogs, cats and birds may be alright, but when they take the affections that belong to a baby they are out of place.

You are to be congratulated for having a sweet little baby to love and train. There is one chore in caring for baby that is extremely disagreeable. We refer to washing baby's dirty napkins.

It is our aim to help you train baby early to answer nature's call without making so much washing. We believe our little Baby Collapsible Kommode, when properly used, will help you greatly in this training. Please call at our dealer's store in your city and he will be glad to show you one of our portable nursery chairs. His name is on the margin of this letter.

You will find it sanitary, hygienic, convenient, and pleasing to baby. It is made of the best shop birch stained dark. The seat is made of base-

wood and is varnished so it will not be easily watersoaked and thus "odorized." The varnishing makes it a smooth easy seat for baby. He will not dread to use the B. C. K. whenever nature calls.

You will find, as many other mothers have, that with very little coaxing baby will do his "DUTIES" on the little B. C. K.

When you go to the country or to a summer resort, where the conveniences are rare, this little chair will be invaluable. You know that so long as baby's habits and routine can be carried out the same as when at home, you will be blessed with a happy and contented youngster. Better start to train baby now, then when you go away from home you will not be burdened with baby's dirty cloths. The B. C. K. is much more pleasant to carry than the napkins that the use of this chair soon makes unnecessary. It weighs but two and one-half pounds.

Our Motto: TRAIN BABY EARLY.

Yours for happy children,

8. The Manager of the N & N University of Commerce, 8 Market St., San Francisco, California, has asked you to prepare a letter to be used in interesting in secretarial courses out-of-town young women about to be graduated from high school. It is to be sent them about a month or two before graduation, and is to be accompanied by the school's latest list of courses, etc.

In writing this letter you may use any of the following selling points:

The N & N University is the only commercial school of university grade on the Pacific Coast.

Its teachers are experts in their given lines.

The secretarial course which includes Gregg Shorthand, touch type-writing, business English and correspondence, secretarial accounting, business law, and office methods and filing, can be completed in about nine months. Price \$125.00.

Every person wishing to enter the N & N University must be a graduate of an accredited high school. The university does not guarantee its graduates positions, but endeavors to assist them in every possible way in securing suitable employment. This school receives many more calls for help than it can fill.

Students may enter on the following dates: January 15; June 15; September 15.

Call prospect's attention to certain features in the catalogue and prospectus which you are sending.

In your letter describe and emphasize such additional selling features of the institution as may occur to you as being essential to an effective and forceful appeal.

Write the letter.

Objections which your letter must overcome:

(a) Your tuition fees are too high. I can get the same course at a business college for one-third the price.

(b) Living expenses are too high in San Francisco. I could not afford to live there.

(c) I could complete a business course in a business college in six months and so save a good deal of money.

9. Refer to problem 8.

Prepare a letter to be sent to young women *living in your own city*. Its purpose is to induce them to visit your school personally in the near future and so to give the manager of the institution an opportunity to talk the matter of enrollment over with the prospects personally.

10. Write a letter for the purpose of selling any one of the following articles to women:

- (a) An electric iron.
- (b) An electric cleaner.
- (c) A cooking outfit of enamel ware.
- (d) A wrist watch.
- (e) A cook book.
- (f) A face powder.
- (g) A tooth paste.
- (h) A hair tonic.

11. You are the manager of the Bright Studio which makes a specialty of children's photos. You obtain information concerning births and marriages from the Vital Statistics Column of your local newspaper.

Write a letter to Mrs. M. Morrow, whose baby Walter will be six months old next Saturday, urging her to have his picture taken on that day.

You have found in your business that every mother holds in after years baby pictures as the most valued keepsakes.

In your letter say that Miss Swanson, your secretary, will gladly arrange for an appointment at prospect's convenience. The telephone numbers of your studio are Pacific 8065 and Welmar 4895.

12. As sales manager of the Niagara Falls Paper Company, manufacturers of high-grade writing paper, Niagara Falls, N. Y., you have received a request from your dealers for a sales letter to be sent out to mothers of girls who are about to graduate from high school. Your dealers are mainly small town merchants, stationers, druggists, etc.

The purpose of this letter is to suggest the purchase of Niagara Linen or Niagara Linen Lawn writing paper, embossed with the young lady's monogram. Assume that your dealers have numerous attractive monogram designs to choose from, and that the two kinds of linen paper mentioned are always considered correct for the stationery of a graduate.

Say that there are numerous other articles on display in dealer's store, any one of which would make an appropriate gift for graduation. Invite your reader to call and inspect his line of graduation gifts.

Write the letter.

13. Assume that you are the proprietor of the famous Parisian Salon Fleury, New York City. You have just received a first shipment of Fleury Skin Tonique.

To promote the sale of this wonderful tonic you have decided to send a letter to all your customers, announcing the arrival of the shipment and offering them a trial bottle without cost.

Fleury Skin Tonique is unexcelled for toning, whitening, and smoothing the skin naturally. It lends the user's complexion a delightful smoothness and exquisite beauty. It prevents pores from enlarging and serves to brighten sallow skin. Three sizes: \$.95; \$1.85; \$3.25.

In your letter be sure to improve upon the description of the tonic as given above. Inclose card to make asking for the trial bottle easy.

Write the letter.

14. Mrs. Wm. Whitemarsh, R. F. D. 2, Lost Nation, Iowa, wrote to the Iowa Collie Kennels, Watson, Iowa, for information concerning a first-class collie dog for use on her farm. The reply which she received contained the following description:

Nishna Wonder: This is a beautiful, well-marked sable-and-white collie. He isn't large but just as nice as can be and is a wonderful, fine worker. He will go anywhere and bring the cows home right, and is one of the very best. Every one of our dogs have been raised up under our instructions, and you know that I have been in business for almost twenty years. I was at Mason City, Iowa, twenty years, and you can write to the Citizens State Bank there and they will tell you what a wonderful business we have had.

In 1920 we sold \$38,000 worth of dogs and in 1921 we sold \$35,000 worth of dogs. Last year we got it in the neck like everybody else did, and while we sold just as many dogs, we got only \$20,000 for them. This may look like a big thing, but it is not for we had lots of expense. These dogs have to be kept out in the country and trained. You can't train dogs like I am offering in this letter for what we offer them to you, so don't think we are giving you the worst of it.

Nishna Wonder was whelped April 20, 1921, and is a beauty, a fine worker, and we'll take \$60 for him.

You are now asked to write a complete sales letter to Mrs. Whitemarsh, making use of facts given in the description above.

LETTERS FOR ANALYSIS AND REVISION

15. Dear Miss Haleove:

From stately Old Bond Street, London, to Main Street, America!
From the gay French capital to your home town on this side
of the sea! From fashionable Fifth Avenue to your dressing-table!

Each of the Marguerite Barry Salons, here and abroad, sends
something new to make you lovelier and happier.

There is Wrinkle Remover for your precious half-hour of rest in

the afternoon. Such a comforting cream, to soften and smooth a tired skin! A good-sized jar is \$3.00.

Crème de Paris is a fragrant vanishing cream, in convenient tubes, \$1.25. It is ideal as a powder foundation for a delicate skin.

As for perfumes, you may have a dainty "Bonette" of Amber, a gorgeous vial of Poppy, or a sweet, fresh Lilac Toilet Water.

I'll have to ask you to wait a week or so for "Cream Bath," until another shipment arrives. All my clients are clamoring for it.

The enclosed card enables you to have personal suggestions about any detail of your appearance. Fill it out and return it to me; it will be almost like talking to you. My best advice will be my answer. Do let me hear from you.

Very sincerely,

16. Dear Madam:

Your dealer, Smithson Mercantile Co., now has a fresh supply of Richson's Pancake Flour, the wonderful new pancake flour you have been hearing so much about.

For those who love good pancakes for breakfast (and who doesn't?) there is a real treat in store, for Richson's is a superfine package flour, made particularly for pancake epicures.

All you need is ordinary water and a hot griddle—everything required, even milk, is already in the flour. Just add water and bake. You'll say you've never tasted such delicious pancakes—so light and fluffy and with such a rich flavor!

Richson's Pancake Flour is made by the same Richson that makes your Richson's Rich Flour, so you can always be sure of its quality.

Ask your grocer today for a package of Richson's Pancake Flour. Smithson Mercantile Company have a nice fresh stock and will be glad to serve you.

Respectfully yours,

17. DEAR MADAM:

Now for an unexpected treat!

It's Prunes!

But, not ordinary Prunes—*Prunes that are distinctly different.*

They are the pure Prune fruit in its natural state with nothing added—nothing taken away, except the water. One difference between Mill's Prunes and ordinary Prunes is that the natural sugar is not caramelized. The burnt sugar taste is missing.

Mill's Dehydrated Prunes taste like fresh plums; the juice is clear and wine-like.

No washing is necessary—they are thoroughly cleaned before they are packed in the sealed cartons.

Refresh Mill's in clear water and make fresh Prune Sauce, fresh Prune Pie, fresh Prune Whip. Anything you make with Mill's Prunes has an unexpected, wholly delightful flavor.

Order from your grocer—he is fully stocked with Mill's.

Yours very truly,

18. Dear Madam:

The Freeta Russell Dresses shown in our advertisements in the women's magazines *are* pretty, aren't they? We're glad you wrote us about them—and doubly glad that we can supply you, direct from the factory here, with just the garments you may desire to purchase, forwarding them by parcel post, *prepaid*, on the same day your order reaches us.

There are, of course, thousands of retail merchants in the country who sell Freeta Russell Dresses. There is no merchant in your city, however, who sells them, and it seems only fair, therefore, that we give you and your friends the opportunity of buying direct from the factory if you wish to do so. So, until such time as we may establish an agency in your city, we shall be glad to fill your order direct.

Because we do not do a mail-order business, we print no catalogues. We are enclosing a folder, however, showing a number of most attractive styles of Freeta Russell "dress-up" dresses and some "home dresses" (sometimes called apron-dresses). These all display the last word in style tendency and we are sure any of them will please you. A full description of each, together with the price, will be found under the illustrations.

We know you will be happy in any of the Freeta Russell's pictured in the folder. As one enthusiastic lady wrote us: "They help you look pretty all the time." For they are so good-looking that you never are embarrassed if the doorbell rings unexpectedly when you are wearing a Freeta Russell.

As the folder shows, there is a Freeta Russell for every activity—from the pretty "home dresses" just right for home duties, to the smart frocks for afternoon or street wear. And into each goes the charm and originality and careful workmanship which will delight you.

Only the finest of hand-selected buttons are used on every Freeta Russell. Every seam is carefully finished—no raw edges anywhere. Buttonholes are made on a special machine which crowds them as full of thread as they will hold, so they are practically wear-proof—and even if a thread breaks, these buttonholes will not "run," as they are made with a lock stitch.

Every Freeta Russell "dress-up" dress has a five-inch hem and each "home dress" is made with a three-inch hem, making it easy to alter the length if desired.

Now in regard to that most important matter—the fit. Please note this carefully. Freeta Russell's are cut from patterns fitted over *living models*; and we make each dress with an ample allowance for shrinkage, just as all good dressmakers do. So remember, please, if you are size 36, *order a 36 dress*, and we guarantee that it will fit you perfectly after its first tubbing.

You need not send any money with your order, unless you prefer to do so. Simply write us what color and size you wish in each dress (you can use the order blank on the back of the folder for this), and we will ship promptly. When your frocks arrive, pay the postman the amount of the bill, and you will have made your purchase just as easily as it is possible to do.

If you prefer to do so (as some women do), you may attach to your order either a bank draft or a money-order covering the price of the garments, although this is not necessary. If you do send cash with your order, please do not send bills or silver, as they might become lost in the mails.

Read the folder carefully, please. It has information which we know will interest you. Then let us know which frocks you want, and we will send them at once, by *prepaid* parcel post. For your convenience we enclose an addressed envelope, which will insure special attention and quick shipment, if you will use it in sending in your order.

Yours respectfully,

19. Dear Madam:

How is that cold getting along? Christmas is almost here and you must be entirely well, or the holiday season will be robbed of half its pleasure.

In order to help you chase the cold, and at the same time demonstrate the effectiveness of SUPER COUGH SYRUP, we take the liberty of handing you herewith a card which will be accepted by your druggist as 10¢ toward the purchase of a bottle of SUPER COUGH SYRUP.

This is a most effective remedy for coughs, colds, hoarseness, etc., and is very desirable because of its threefold curative properties—it is a tonic, a cough syrup, and a digestive. If you try it, we are sure the result will be entirely satisfactory and your cold will soon be gone.

Don't lay this card on the table and forget to hand it to your druggist. Colds are dangerous and their treatment should not be delayed.

If by any chance your druggist cannot supply you with this remedy, call Wander 500 and we will furnish him promptly.

We hope you will be pleased with this product and wish you all the joys of the season.

Yours very truly,

20. Dear Madam:

It gives us genuine pleasure to send you a copy of our latest Franklin Catalogue and to extend to you our personal invitation to become Secretary of a Franklin Club-of-Seven.

A Club-of-Seven is simply a group of seven people who join together for the purpose of purchasing Franklin Products, and obtaining Franklin Premiums. For acting as Secretary of such a Club, obtaining the members, and sending their orders to Franklin Brothers, you will be liberally rewarded. The Reward on each order is paid in your own selection of Premiums given with a purchase of Products amounting to one-fourth of the money paid for the order. The table of Examples of Rewards printed on page 8 of the Catalogue clearly shows the amount of the Reward on any order.

Your members will naturally be interested in the Premiums which they will obtain in turn. If each member of your Club-of-Seven buys \$2 worth of Franklin Products with each order of the Club, then she may select when her turn comes any Premium given with a \$20 purchase of products. If your members each take \$1.50 shares in the Club, they may select Premiums given with \$15 purchases of Products. In case \$1 worth of Products is the amount each member takes with each Club order, she may choose a Premium given with a \$10 product purchase.

Each order of the Club allows one member to get a Premium, until all have enjoyed this privilege. Pages 3 and 4 of the Catalogue, as well as the enclosed circular, completely describe this popular form of Club.

Thousands upon thousands of delighted Franklin Club Secretaries have written us telling how glad they were that they took up Franklin Club work. They have found it an ideal spare-time occupation whether engaged in housework or business duties. With their Rewards they have furnished attractive homes, widened their circle of friends, and enjoyed many happy social times. The same satisfaction and pleasure awaits you.

This letter is more than an invitation to be a Franklin Club Secretary. It is a welcome in advance to join the splendid body of women the country over who are making life more worth while for themselves and for their neighbors by conducting Franklin Clubs.

With your first Franklin Club order comes your first Secretary's

Reward. You will be overjoyed, we know, to add many handsome furnishings to your home with these Rewards. We, on our part, shall be happy to serve you.

Very truly yours,

II. Letters to Farmers

21. As sales-promotion manager of the HEALTH-CHICK Incubator Company, Winnsboro, Iowa, you have obtained the names of ranchers and farmers in a certain locality who raise poultry on a more or less limited scale, and who are therefore in the market for one or more of your H-C Incubators.

Prepare a sales letter to be sent to these prospects early in January for the purpose of inducing them to purchase an H-C Incubator.

Time the sales letter so that it will reach your reader one or two days before the arrival of your complete H-C Catalogue.

In your selling appeal, you are at liberty to make use of any of the following selling features of the HEALTH-CHICK INCUBATOR:

Tests of the H-C Incubator in open competition with other makes of incubators have shown the H-C incubator to be the safest and most dependable hatching machine on the market.

The fact that your incubator gives very large percentages of sound, healthy chicks is in no small degree due to its having such scientific features as:

H-C Radiator Heater, H-C Vapor Generator, H-C Gas Arrester, H-C Large Capacity Oil Tank, requiring only ONE filling during a hatch. H-C Automatic Regulator, H-C Quick Cooling Tray, H-C Hinged Glass Top, H-C Improved Chick Tray, etc.

The price of your Improved HEALTH-CHICK Incubator, 200-egg capacity, including thermometer, egg tester, and other necessary equipment, complete to customer's station, is \$40. When two or more machines are ordered to be sent in one shipment to the same address, a discount of \$2 is allowed on each machine so shipped. The price of the H-C Incubator represents the actual cost of manufacture, to which has been added a legitimate, reasonable manufacturing profit. The incubator is shipped direct from the factory to the consumer, with no added charge for dealer's or jobber's profits. Every H-C Incubator is sold under a guarantee signed by the president and secretary of the company, and is guaranteed to fulfill every claim made for the machine.

H-C Incubators are *not* shipped on trial. Moreover, no machine is sent C. O. D., unless an initial deposit of at least \$15 is made at the time the order is placed.

Special Selling Features:

If the prospect's order is received within ten days from the receipt of your letter, and if it is accompanied by a list of ten names and addresses of friends and neighbors—prospective purchasers of H-C Incubators—he may at once deduct one dollar from the price quoted in the catalogue.

You will send literature descriptive of your machine to the addresses

given by your reader, and you will pay him one dollar in cash for every machine actually sold to any of the persons whose names he has given you.

Write the letter. *Concentrate* on one or two selling points.

22. As correspondent of the Wilton Separator Company, 5 California Avenue, Chicago, Illinois, you are asked to prepare a letter which is to be used as a reply to requests from farmers for detailed information concerning the Wilton Separator. These inquiries are the result of advertising in the *National Farmer*.

In your letter make use of any of the following data:

For the past ten years the Wilton Separator has made an enviable record for itself in Belgium. Introduced in the United States five years ago, it has in every particular lived up to its great reputation. In fact, the demand for the Wilton in this country has been so strong that the factory has found it difficult to keep pace with it.

The important feature of the Wilton Separator is its self-balancing bowl. Most separator bowls vibrate after a little wear. They lose cream. Not so the Wilton Bowl which is self-balancing. It spins like a top and *cannot vibrate*. It is estimated that this device alone has saved European dairymen thousands of dollars worth of cream. Largely because of this bowl the Wilton has been awarded 251 international grand prizes.

The Wilton skims perfectly. It is easy to operate. It is easy to keep clean and sanitary. It is durable. It is economical.

The Wilton Separator is sent to any responsible person on thirty days' free trial without a cent in advance. Should the user not be more than satisfied with the machine after thirty days' use, he may return it at the firm's expense, and any freight charges paid by him will be promptly refunded.

The separators, which range in price from \$55 to \$85, may be paid for, all cash with a 5% discount from catalogue price, or \$5.00 a month.

In your letter ask the prospect to read your catalogue carefully. Call his attention to certain models illustrated therein. Emphasize your free trial offer. Inclose a return card to simplify ordering on trial.

Write the letter. Make it complete. Carefully adapt it to the needs of your farmer prospects.

23. As assistant Sales Manager of the F. M. Gillespie Farm Agency, 89 McClintock St., Chicago, Illinois, you have just received a letter from John D. Eiben, R. F. D. 2, Clinton, Iowa, asking for detailed information concerning a small fruit farm in Florida, to which state he intends to move shortly. Of all fruit farms registered with your agency, you decide to call the two described below to the inquirer's special attention:

No. 168

10 Acres

\$1200

MONEY-MAKING TRUCK FARM

Located where two or three crops a year make farming very profitable; garden truck and berries earning from \$350 to \$1200 per acre; 3 miles to R. R. town with stores, churches, high

school, R. F. D., good neighbors, 5 acres rich, dark soil tillage; balance wooded pasture adjoining free, open range; farm all fenced and cross fenced; young oak and pine; 30 peach trees, orange trees; good bungalow, painted and papered, roses and other flowers in yard, piazza, fireplace, oak shade, good water; price only \$1200 for immediate sale, as owner is called away; part cash, easy terms. Shown by Gillespie Farm Agency, Wondra, Fla.

No. 289

30 Acres

\$1100

FRUIT FARM SACRIFICED BY AGED OWNER.

Farm is all improved and ready to make any one a pleasant home; close to all advantages, 2 miles to depot, high school, stores, churches, R. F. D., $\frac{3}{4}$ mile to lake, children carried free to town school; farm all tillable, a rich, level, hammock land, numerous money-making crops grown; all wire-fenced, some timber; fruited to oranges, peaches, pears, figs; pleasantly located bungalow with orange shade trees, 20-ft. piazza, fireplace, good water, barn. Offered by aged owner at only \$1100 for immediate acceptance, terms arranged. Shown by Gillespie Farm Agency, Wenco, Willer County, Florida.

Your firm does not employ so-called salesmen. It has division offices in various states, the managers of which supervise the representatives who list farms with the F. M. Gillespie Farm Agency. These representatives are farmers who know the country they live in, its products and markets, the farms and their crop values. Your men will not list a farm unless it represents a distinct bargain. That is one reason why your firm needs no salesmen. Gillespie farms sell themselves.

The Gillespie Farm Agency was organized twenty years ago by F. M. Gillespie, an Iowa farmer. Since that time it has built up a tremendous business in selling choice farms in twenty-five states. The firm has a record for quick sales and a reputation for absolute fairness with both sellers and buyers. Terms: cash.

Gillespie's Free Fare Bond guarantees up to \$25 railroad or boat fare from prospect's home to any part of the country, provided he purchases a farm through the agency. Amount will be paid by the firm's agent after prospect has received the deed to the property.

Write the letter. Enclose a free fare bond for prospect's use. Suggest that prospect write or wire your agency representative in Florida giving him the date and, if possible, the hour, of arrival. Urge prompt action.

Stress desirable features of the property. Do not be satisfied with the descriptions given above, but improve upon them. Add anything else which you think necessary for an effective, definite selling appeal.

In preparing this assignment keep in mind the fact that your prospect will buy only after he has personally inspected the property. The main purpose of your appeal should therefore be to describe the farm so vividly and effectively that your reader will *desire to see it*.

24. The following general sales letter was sent to farmers to interest them in dogs. Criticize it; then prepare an effective letter to take its place.

Dear Sir:

In this letter we are going to tell you about what I think makes the very best heel driving cattle dogs and farm dogs you can buy. These dogs are genuine Old English Shepherds, but you will understand that there are no pedigrees with them. When it comes to farm dogs, watch dogs, and first-class cattle dogs, they have more grit and will stand more abuse than any of the other dogs unless it is the German Shepherds.

Shepherd Strong: He is a fine Old English Shepherd and as fine a worker as you will find anywhere. He is one of these stout built good working dogs that are not afraid of anything and that understand how to handle cattle. He will do more real work for you in one year and will save you more time than a good team of horses can. When a man has been working all day and can come in at night and tell his dog to get the cows for him and do it 365 days in the year, he is worth as much as two horses. It is a business proposition, a labor saver, and a money saver to have a dog like this fellow on your farm. He has been tried out thoroughly and we know him to be a first class worker in every respect and he is worth \$100 to you. He is a young dog only a year and a half old now.

Now you understand when we sell anything, we expect the cash for it and we do not sell anything until we receive our money. That is the only way we do business, so don't write and ask us to send you a dog C. O. D., for we do not know you and for all we know you may never call for the dog. We haven't got time to look up all of our customers, so we sell for cash only.

We crate the dogs in nice shape and guarantee them to reach you in good shape and we do not pay express charges on them, but if you buy a dog from us, we stand back of that dog and give you the worth of your money. We want your business and want to hear from you.

Yours truly,

25. As correspondent of the Warner Publishing Company, publishers of *Efficient Farming*, a monthly periodical, 45 Liszt Place, Madison, Wisconsin, it is your duty to secure efficient subscription agents for your paper among farmers in various communities.

Efficient Farming gives the farmer those plans and ideas which will enable him to earn more money. It treats topics such as these:

How to use a tractor with profit.

How to write letters that sell farm produce.

How to get along with less farm help.

How to finance farm crops,

and many others.

Efficient Farming is \$3.00 a year. On each order which an agent takes

he is allowed a commission of 50¢ which may be kept at the time the subscription is sent in. An additional 25¢ will be allowed when five subscriptions are sent in within a month, and still another 25¢ commission will be allowed when ten or more subscriptions have been taken. This extra bonus will be sent agent on the fifteenth of each month following receipt of subscriptions.

Working materials, including complete instructions, will be sent upon receipt of a one dollar deposit. This money is returned to the agent as soon as he has sent in ten orders.

You are now asked to prepare an unsolicited letter to be used for purposes of inducing farmers to become agents for your publication. Make use of any of the data given in the above statement of the problem and supply such additional data as you deem essential to make your appeal businesslike and convincing.

Your letter must overcome the following objections:

1. Your subscription price is too high. Subscriptions to most farm papers are less than \$3 a year.

2. I am already subscribing to two magazines which are similar to the one which you are offering me.

Write the letter.

26. Revise the letter given below thoroughly:

Dear Friends:

It is evident that you are interested in a farm and home when you requested us to send you our booklet "Happy Homes in Wisconsin Land." If you have not received it write me and I will send another. We want you to fully understand and appreciate just what we have for you, and your family in this Happy Land. We want you to know just how easy it is to acquire a farm-home in a country of proven abundance. You must remember that this land is not the unknown, unsettled, uncertain kind that is too often offered those who are in earnest about selecting a lifetime place to live. You run no risk in so far as soil, crops, markets, transportation and convenience are concerned, for our lands are of known quality.

The land which we hold was originally purchased for the timber that was on it; we dispose of this land at a small profit and on such terms that any man of the most moderate means may take advantage of it. We only require a down payment of \$150 on a 40 acres and \$200 on an 80—and give you ten years to pay the balance, and should a man meet with misfortune it is our policy to see that he receives fair treatment, and arrange extension for him.

We make it a point to help you in every way possible. We can afford to do this thing for you because we are a large and responsible Co. and it is to our interest to do so.

Yours very truly,

27. The Franklin Phonograph Distributors, Welt Block, Minneapolis, Minn., have asked you to write a sales letter to farmers for the purpose of disposing of an odd lot of Franklin Phonographs, #689, at a cut price of \$37.95. The outfit includes a special concealed horn, Diamond reproducer and 12 Franklin records, all inspected and tested.

Special features of this machine are:

Diamond Stylus, Reproducer, and Concealed Horn.

Franklin Motor: secures perfect regulation and adjustment and thus true reproduction. Frequent winding unnecessary with a large motor of this kind.

Worm gear drive: no ball bearings to wear out.

Terms: Price \$37.95, plus express charges. \$2.95 to be paid after 10 days' free trial. Thereafter \$5 each month for seven consecutive months. Outfit to remain property of seller until the last payment has been made. If not found thoroughly satisfactory, phonograph may be returned at the seller's expense immediately after the trial period.

Making use of any of the data just given, prepare a letter to be sent to a carefully selected try-out list of 500 responsible farmers in Illinois and Missouri.

*28. Prepare a sales letter to be used for the purpose of disposing of any one of the following articles to farmers by mail:

- (a) A safety razor
- (b) A farm lantern
- (c) A new coal oil lamp
- (d) Garden seeds
- (e) High-class poultry

Objections to be overcome:

Problem (a) I am used to the straight-edge razor and don't think I'll change now.

(b) Your price is too high.

(c) How do I know that the hens you propose to sell me will lay as many eggs as you assert they will.

29. As Manager of the Mail-Sales Department of the Brown Co., 98 Filmore St., St. Louis, Mo., you are asked to prepare a letter to be used as a reply to inquiries for detailed information concerning the Brown Automatic Pistol. These inquiries result from magazine advertising in farm papers.

Center your sales effort on one or two of the following selling features of Brown Automatic Pistols:

1. The Brown Automatic Pistol is easy to aim.
2. The trigger pulls lightly.
3. The Brown Safety is sure and simple.
4. The shock caused by firing is entirely absorbed by the Brown spring system.
5. The Brown has a rigid barrel that insures accuracy with every shot.

6. The Brown may be depended upon never to repeat or double a shot unless the trigger is pulled.
7. The workmanship and materials of this pistol are high grade.
8. Price \$15.00. Terms: cash in advance. Money back if not satisfied.

30. The Western Tanning Company, Denver, Colorado, has asked you to prepare a letter to be sent to farmers to induce them to send in hides and furs to be made into stylish fur coats and fur robes. This firm has had fifteen years' experience in this work and has dealt almost solely with farmers.

The latest W. T. C. Style Book, which is sent free of charge to any one, has a special section on fine furs and overcoats, and gives complete information regarding prices, etc.

All work done by the Western Tanning Company is backed by a money-back guarantee. The cost of a fur coat made up from a hide sent in by the prospect is far less than that of a cloth coat at the store.

Write the letter. Suggest that prospect send you his next hide and have it made up into a coat or robe according to any of the styles listed in the W. T. C. Style Book, a copy of which you are sending him. The main purpose of your letter is to get him to give you a trial order, however small, so that the Western Tanning Company may have an opportunity to convince him of the truth of its claims.

Prepare the letter.

31. The letter given below is used to promote the sale of Supra Farm Tractors. Criticise it in detail. Then write a letter to take its place, using what selling points you can find in the original letter and supply additional ones to make your appeal effective and complete.

Dear Sir:

Did you hear about the big demonstration in Africa the other day where a Supra tractor took first prize and gold medal? It happened. At the International Demonstration at Manchester in England the same result was obtained.

If you are a clever mechanic, you may be able to make any make of tractor do your work, but why handicap yourself? If you can make a success with anything, you can make it with the Supra. If you can make a success with inferior machinery, you can make greater success with Supra. Why not try one?

Supra machinery is built to last and if you take care of it, there will always remain a high resale value. You cannot lose. Come on, let's go!

Yours truly,

LETTERS FOR ANALYSIS AND REVISION

32. My Dear Sir:

Your request for our big bargain book reached me in this morning's mail, and I want to thank you very much for writing.

I have tried to make this book not only a catalogue of the lowest prices in existence on Fence, Gates, Steel Posts, Barb Wire, Roofing and Paints, but to also make it easy to read, easy to understand and interesting from the point of giving you some real information.

Before you study my prices, I want to call your special attention to page 7, which tells the whole truth about galvanizing. I am attaching my personal check for 15¢ so that you may make the Standard Galvanizing test mentioned on this page at my expense, and under separate cover I am mailing you a sample of Miller Double Galvanized Fence Wire to test. If you can get samples of other fence wire, test it along side of the sample I am sending you.

Five cents buys enough Blue Vitriol to make the test, the other 10¢ will help to pay for the 5 minutes time it will take to make the test. The Standard test for Galvanizing is absolutely the last word in determining before-hand how long a fence will last.

As you know, the big thing that keeps fence from rusting is the galvanizing. As soon as the galvanizing wears off, the fence begins to gather rust and continues to do so at such a rapid pace that it is almost no time before you find yourself building new fence. That is why the Standard Galvanizing Test means so much to you. It tells you, BEFORE you buy, just which fence is most rust-resisting and therefore most durable.

I am sure you will find, if you make the test, that Miller fence wire is from two to three times more rust-resisting than ordinary fence wire and therefore from 2 to 3 times more durable.

When you see my prices, you may wonder how on earth I can sell such remarkably high quality at such low prices. By reading the front pages of my book you will find that my low prices are made possible because we sell direct from factory to you. There are no middlemen between you and this company. Our prices include only the actual cost of raw materials and labor, plus our one small profit. When you buy from us, it is just like driving up to our factory—you keep the middleman's profit in your own pocket.

The second reason for my low prices is, I manufacture on such a tremendous scale by the most modern cost saving methods. For example, my weaving machines will produce 3 fences at one and the same time, thereby cutting my cost to one-third. I sell so MANY rods of fence that I CAN and DO accept a very small profit on each ROD.

The third reason for our low prices is that we pay the freight to your station on all orders of 30 rods or more. That is a thing I want you to bear in mind and remember. If you find lower prices in any other fence catalogue, see if you have to pay the freight or whether the freight is prepaid. Don't confuse or compare our freight prepaid prices with F. O. B. factory prices. F. O. B. factory simply

means that you must pay freight, take all the responsibility, all the chances of being overcharged by the railroads, all annoyance and bother with claims if something should go wrong. And you know how high freight rates are now!

I have been in the fence and wire business for over 35 years. By always giving the most for the money, I have built up the largest direct-from-factory fence business in the world. I have over 800,000 customers on my books and I can refer you to any of them, knowing that they all have a good word to say for Jim Miller and Miller fence.

Whether or not you decide to buy from me, I want you to be sure, for your own sake, to get a GOOD fence, heavily galvanized so that you won't have to replace it in a year or so, and so you won't be constantly bothered with repairs.

If you send me your order, I'll ship at once. I hope you will write me shortly. I know you will be mighty glad you did—you will be a Miller booster ever after.

Yours for economy,

33. Good Morning:

My name is Waller, and I am mighty glad to make your acquaintance. That means I am pleased to send you my new Nursery Catalogue herewith.

My sincere hope is that through this catalogue acquaintance we can establish mutually satisfactory business relations and the quality of my stock, my fair and square policy, develop this acquaintance into friendship that will make you a Waller customer for life.

You'll find, that at all times I will meet you more than halfway to please and satisfy you, so you can send me your order large or small with the utmost confidence and the absolute assurance that you are going to get just what you order and the biggest value you can obtain, any time, anywhere, from anybody.

Before you order, read page 5 of our catalogue, telling the plain truth about Waller's low prices, and just why, quality considered, our prices are 50 per cent below the other fellow's, and that the quality is of the very best.

For instance, all of our Roses have been grown in the open field two years; Grape Vines are two-year except in the One Dollar Bargain which are one-year; our 4 to 6 ft. Apples are as good as can be grown; and the Bulbs and Garden Roots listed under the Evergreen section of this folder are extra good. Remember that our One Dollar Bargains and our three Apple Tree Bargains are net; no free gifts with these bargain collections.

Parcel Post! Many people request shipments by parcel post, and where possible, we are glad to accommodate them. The package can be sent collect if desired. All fruit trees should be trimmed before

planting, and by carefully pruning 25 fruit trees, they can go by parcel post. We can pack 25 of our 18 in. evergreens so that they can go by parcel post, also 100 evergreens of the 12 in. grade.

Send your order early—I can book it now, get shipping tags made out, and as we file our orders according to the date they are received, when shipping time comes in the spring your early order will be among those to receive first selection.

I am willing to pay for early orders. Notice four gifts for early orders in square. Your order must reach me on or before 10 days from date of this letter to get free gifts.

Yours truly,

34. From M. J. Delta,
The Delta Company,
Chicago, Ill.

Dear Sir:

THANK YOU!!!

I appreciate your inquiry and YOUR interest in our separator proposition and am PLEASED to comply with your request.

Our Separator Catalogue has been combined with my other catalogues into one book and we are sending you a copy in a separate package by today's mail.

We have spent a great deal of time and effort on this Catalogue—and the separator section of it and have tried to make it so COMPLETE—so easy to understand, that it will answer every possible question that may be in your mind and give you just exactly the information you want.

It will pay you to sit down some afternoon or evening and spend a couple of hours looking it over.

The SEPARATOR section begins on page 41 and from the top of page 41 to the bottom of page 51—every page, every paragraph, every line is JAMMED full of separator facts.

Facts that are the result of EXPERIENCE—actual experience on the test block, on the farm, in the dairy—experience of thousands of PROGRESSIVE farmers who have demonstrated for themselves the all 'round SUPERIORITY of the NEW DELTA.

Naturally since you are interested in a separator, you will read every one of these pages, but I want to call your particular attention to just a few IMPORTANT points—points that I cannot emphasize TOO strongly.

FIRST—LOOK at the design!

NOTE the graceful lines and design of the COMPLETE machine.

Look at its simplicity of construction and the thoroughness of the work done in its construction, the ACTION of the OIL BATH, the rounding sanitary surfaces, the shape, and handy arrangement of the parts of the bowl (and this is the most important point in any separator), the SIZE of the one-piece seamless supply tank, the SANITARY base, the design of the spindle bearings—EVERY POINT a point of importance to you in the selection of a separator for the SERVICE you want.

As I have already stated, we have aimed to make this catalogue COMPLETE—so complete that it will answer your every question—and we believe it will—but if there is any further information you want after reading these pages, DO NOT HESITATE to write us. Ask the questions you have in mind and we will answer them just as fully, just as freely and just as frankly as if you were sitting face to face with me, in the chair across from my desk at this minute.

ANOTHER POINT—read OUR SELLING PLANS on page 16.

These FOUR selling plans are arranged so that you can buy on the terms BEST adapted to your case. It gives you an opportunity to make your own selection as to payment.

Nor is this all—LISTEN.

We tried to arrange these selling plans so that some one of them would suit you exactly.

But if we can change any of them to make it any easier or more convenient for you to buy we'll be glad to do it.

MAKE US YOUR PROPOSITION.

You see, our interests are mutual.

You need a separator. We need your order.

You want to buy the best machine for the money.

We know that the New Delta Sanitary Separator is one of the very best, REGARDLESS OF PRICE, and we do not want it to cost you one cent more than is absolutely necessary.

That is what I call real coöperation.

If you knew that our machine is as good as it is you would buy it.

If you knew now what you will know after you have used it two days or two months or two years, or ten years, you would order it today.

Some of your neighbors paid practically twice as much for other kinds of separators as we ask you for the New Delta Sanitary.

Here is your chance to buy better skimming service, more skimming value—and for less money.

I have still more news for you that I am going to tell you before I finish this letter. IT'S A STRAIGHT BUSINESS PROPOSITION.

It's a clincher and I will get to it in just a minute.

Cream separators have been made and sold for years but remember—

There never was a machine of any kind that during all those years was made so well that it could not be improved.

Take the self-binder for example. What a clumsy affair it was a few years ago.

Or take the plow, or the telephone. See how much better they are today than they were ten years ago or even five.

What has done it?

Competition.

Competition has compelled manufacturers to improve their goods in every line.

Competition has compelled me to make the NEW DELTA SANITARY just as good as it is possible for brains, skilled mechanics and automatic machinery to make it. All duplicate parts interchangeable, standardized and alike.

In this machine you will find the best of the old stand-by, tried-and-tested ideas of separator building which nobody can question and on top of all of these are the new, up-to-date features which are exclusive on this machine.

It has stood every CONCEIVABLE kind of test—skimming tests in warm weather and cold weather, on milk from fresh cows and milk from stripper cows.

It has been tested for thick cream and for thin cream.

All kinds of cream skimmed by the NEW DELTA SANITARY under all kinds of conditions have been churned and the butter-milk tested for fat, and the butter inspected by experts.

This machine was put through a hundred trials to test its strength and durability before we offered it to our customers. We loaned a lot of machines to farmers near Chicago for a year's practical service trial. I intended that before I offered this machine to any customers I should know to my own complete satisfaction just what it would do.

I tried it out for more than three years on my farm and it convinced me just as I know it will convince you when you have given it a thorough trial, that it absolutely cannot be beaten.

All these trials, all these tests were made before I offered the ma-

chine in any way to any of my customers, and when I had satisfied myself that it was right in all that the word implies, then I advertised it and offered it through my catalogue.

Now my catalogue is my only salesman and that's one big reason why I can offer you the most modern, most sanitary, and most perfectly up-to-date cream separator ever built, for one-half the price of the old style, high-priced machines sold by dealers or agents.

I have nothing against any honest dealer or salesman but I have a grudge against the one who misrepresents his own machine or mine.

When an agent or anybody else tells you that Delta has no factory or that Delta does not build the New Delta Sanitary separator in his own factory, ask him to write it down in black and white and sign his name to it.

Just ask him to do this and watch him draw in his horns and back up.

Now listen—

If he cannot tell you the truth about me or my separator, can you depend upon him to tell you the truth about his own machine?

If he will make one mis-statement intentionally for nothing, wouldn't he be apt to tell a bigger one for \$30 or \$35, which just about represents his profit if he sells you a high-priced machine?

If he will make one mis-statement intentionally about the New Delta Sanitary separator to keep you from buying it, wouldn't he tell you a bigger one to get you to buy his?

Now if it had been necessary for me to ask \$100 for my machine in order to make a profit on it, I wouldn't have hesitated a minute about asking it but the fact is we did not fix the price first and then build the machine to suit the price, but I equipped my separator factory with the best kind of machinery for making the different parts, I hired the best superintendent, designers, draftsmen and foremen that I could, to take charge of the factory, I bought the best materials that it was possible to get on the market, then after figuring the manufacturing cost down to the tenth part of one cent, I set the price and make a profit too, though it is a small one.

In separators as in other goods, the best is the cheapest in the end but you do not have to pay five profits to get the best in the New Sanitary.

Do not lose sight of this big fact.

Everything you get with your separator, whether you buy the New Sanitary or some other kind, was put into the box before it left the factory but as the machine which the dealer sells passes

from manufacturer to salesmen to jobber and again from salesmen to the dealer, a profit is added in each step.

Does the jobber open the box and put anything more in?

No, but he does add to the price.

Then the jobber delivers the machine to the dealer. Does the dealer open up the box and put anything more in?

No, but he in turn adds more to the price.

Now, does the jobber's profit or the dealer's profit add anything to the real value of the separator he sells?

Positively no.

Then why not be your own dealer and buy a New Delta Sanitary separator direct from the manufacturer?

In the New Sanitary I am offering you everything in quality of material, skimming efficiency, durability and all 'round good service that you can get in any separator no matter what price you pay.

It costs as much to build the New Sanitary as it costs other manufacturers to build their machines that are sold for from 40% to 80% more.

If there is a separator on the market today that is worth \$125, it is the New Sanitary and yet our price for even our largest size is only about one-half of that.

That's why I claim that the New Delta is as good as the best and at but little more than half the price.

A 90-day trial of my machine on your own farm will convince you that I have told you the truth about it.

Now there is such a thing as a "too-cheap" separator.

One that is carelessly and poorly designed in the first place, and is BUILT DOWN to a price.

The parts of this "too-cheap" machine are often made in different factories and are only assembled by the so-called manufacturer.

These parts are not properly inspected, if inspected at all, and the result is a "would-be" separator that becomes a "has been" after a very short period of unsatisfactory service.

The first cost may be low but the last cost is always high. Now do not misunderstand me.

I do not mean to say that the New Sanitary is the only good cream separator.

There are other good ones—a lot of them, but just the same they

will cost you from \$30 to \$40 more and they are not worth one cent more.

After all is said and done, service is the real measure of value.

If I can offer you as much separator value, measured by service, for one half the amount asked you by my high priced competitors for the same service, or less, then you ought at least TRY the New Delta Sanitary.

And remember that under the terms of our 90-day trial offer, you do not actually BUY it until after you TRY it.

As one of our old farm neighbors used to say, "I WANT TO CONVINCE YOU WITH YOUR CONVINCER."

I want you to try the New Sanitary on YOUR own farm, under YOUR ROOF, under your own conditions for 90 days—a 90-day actual test—and then if it does not prove to your own satisfaction that it will do your skimming just as you want it done, there will be plenty of time left for you to pay TWICE as much for some other separator NOT as good or, AT LEAST, NOT ANY BETTER.

If you will compare one of the "too cheap" separators with the New Sanitary, compare them point by point in the matter of construction and all the details, you can see with your eyes shut why the "too cheap" separator is so low in price.

If you will compare one of the "too high-priced" separators, point by point with the New Delta Sanitary, you could not see with a microscope why its price should be higher than ours.

Twelve years of experience in manufacturing farm implements and selling them direct from factory to farm has taught me that the farmers of America want the best there is and are willing to pay for it and that the average farmer does not buy any particular farm implement solely because the price is low.

Suppose you went into a clothing store to buy a suit of clothes.

If the merchant showed you a flimsy, shoddy, out-of-date suit you would be offended. If he shows you the best he has right at the start, you appreciate it.

That is his way of complimenting your taste and judgment.

The New Delta Sanitary separator is my compliment to your taste and judgment on exactly the same terms.

I urge you to try it not alone because the price is low but because the machine is GOOD.

NOW LISTEN!

When you buy a separator BE SURE to get one that is large enough.

You know a dollar SAVED is a dollar EARNED,

Time saved in the spring and summer when you are busy is just the same as money saved.

The 750-lb. machine will skim as much milk in eight minutes as the 500-lb. machine will skim in twelve minutes.

If our No. 7 or 500-lb. per hour size will last twelve years doing a certain amount of skimming each day, a No. 9 or 750-lb. size will last eighteen years doing the same amount of work and it costs you only a few dollars more.

Now in none of our sizes have we overestimated the skimming capacity. Each machine will positively skim its rated capacity per hour.

The larger size will run but little heavier than the smaller one, so I know that you will agree with me that everything is in favor of the machine that will do your work in the least time.

A gallon of milk weighs a little over 8 lbs.

So you see our No. 7 will skim a gallon a minute, the No. 9 a gallon and a half, and the big No. 11 almost two gallons per minute and you know a few minutes saved every night and every morning amounts to considerable in the course of a year.

Now before I close I want to refer again to my Straight Business proposition—a coöperative profit sharing feature.

I am inclosing with this letter a circular which describes the plan fully. Read it twice. **STUDY IT.**

All you have to do to accept this offer is to write your name on the coupon attached to the bottom of the circular, and mail it to me with your order.

Then we will send you ten post cards for you to hand to any of your neighbors or friends who may need separators and for every separator order we get within a year from the time you buy your separator, from these men who sign and return to us the cards that you give them, we will mail you our check for \$5.00, provided, of course, their names were not in our files before they sent us your card and provided, too, that they order the #7, #9, or #11 size.

We would rather pay you that \$5 for your help than to spend it for newspaper advertising.

I also inclose a copy of a \$25,000 legally executed Guaranty Bond now deposited with the First National Bank of this city.

IT GUARANTEES that our CONTRACTS WITH YOU will be FULFILLED TO THE LETTER.

Not one of our three hundred thousand customers has ever had to resort to the protection of this bond but it is in the bank and it is good.

Now again I urge you to try the New Delta Sanitary on your own farm for 90 days and if you do not find it exactly as we represent it to you, send it back at the end of the trial.

We will refund your money and pay freight both ways.

And when we send you the separator, we send with it a copy of our 10-year guarantee against defective workmanship and material.

The New Delta Sanitary stands for "MORE MONEY MADE EASIER."

Will you try it absolutely at my risk?

Your friend at Chicago,

35. Dear Sir:

A catalogue describing in detail the many improvements made in milking machines within the past few years as exemplified in the new Holland is being mailed you under separate cover.

After many years of experimental work in perfecting a milker, we are pleased to advise we have accomplished all that could be desired in a machine for that purpose, and that the Holland Milker, which is now offered, is worthy of our good name.

We realized that more would be expected of the Holland than of any other, and that we must develop a machine that would measure up to the Holland standard. This has been accomplished, therefore we have no hesitancy in offering it to our good friends, for it has made good just as have Holland Cream Separators.

The result of these years of work is a perfected, practical, fool proof milker; a piece of equipment that is easy on the cow and which pleases her; sanitary, durable and simple in design—that will milk faster than any other, and what is of equal importance, cannot injure the cow, but will milk her as she should be milked.

The Holland Milker has now been in use in several hundred dairies here on the Coast for from a few months to over a year, and in the east for over three years, and has proven it is even more than is claimed for it, having solved the milker labor problem, besides being an improvement over average hand milking.

If you would be interested in knowing more about the Holland Milker, or have in mind installing a milker, just turn this letter over and make a rough plan of your barn, stating the number of cow stalls; where you want to locate the power, etc., and send to us, when we will then submit full detailed information and quote prices.

Yours truly,

36. Dear Friend:

We thank you for your valued inquiry; and I am sending you herewith our very latest descriptive price list of Catchall, Steelwire,

Folding Traps, which we take pleasure in recommending as the most successful Fish and Animal Traps ever invented. I am also inclosing a little booklet or folder, telling about Catchall-Fish-Lure, the best bait we have ever found for attracting all kinds of fish.

Our wire mesh traps are taking the place of the old cotton twine hoop nets for catching fish; and trappers are using them with other animals. They are constructed after the pattern of the old Indian fish baskets which were made of bark and willows, and are the most successful traps ever used for catching fish. We make them in all sizes; small enough for minnows, and large enough to catch a 200-pound fish or more. They catch fish or animals like a fly-trap catches flies, and are big money makers for trappers or fishermen.

We are anxious to introduce these traps in your vicinity; and as a special inducement, I will send you a \$1.00 box of our specially prepared bait free of charge with your first trap order. This offer is good only with the first order you send us, for any size trap you want, or as many as you want, and if you will make up an order for four traps of any one size, we will also send you one trap free. In other words we will send you five traps of any one size for the price of four, and the box of bait free. I am making you this extra special offer just to get our traps and bait introduced in your neighborhood, and to get you started to using them. I know if you ever try one of these traps or a box of our bait you will soon come back for more.

We ship traps securely wrapped in a strong plain package and guarantee safe delivery. Sizes up to as large as No. 25 sent by parcel post or express, whichever way you wish; larger sizes sent by express only. The shipping weight of each size is given in our price list, so you can easily figure how much to include for postage if you want traps to be sent by parcel post, or if you will ask your Postmaster he will advise you. We guarantee entire satisfaction or refund your money, so there is no chance for you to lose. Send us your order now and you will be well pleased with your investment.

Yours very truly,

37. Dear Friend:—

I am glad to hear that you want to see one of our New 21 Jewel Watches. I shall be glad to send it to you as per our offer without any deposit and without any obligations for you to buy, unless you are satisfied after seeing the watch.

We ship all our watches that way. No obligation to buy until you have inspected the watch and have found it exactly what you want.

However, before sending you this new model 21 Jewel Westman at its Rock Bottom Price as per your request, we would thank you for letting us know just exactly the kind of a watch you prefer

whether Hunting or Open Face and in what design. These designs are shown in the catalogue.

While of course you are under no obligation to buy the watch after getting it, I want to be sure to send you the design that pleases you best when I ship the watch for your inspection and approval.

The catalogue we are enclosing is our new 21 Jewel Catalogue and it contains cuts of over 100 of the latest Art Design Cases. It also gives you a technical description of the wonderful new 21 Jewel Westman Movement. This catalogue also explains our Rock Bottom Prices and our easy payment terms.

Remember, please, that the watch you select for inspection, can be returned to us at our expense. There is no obligation on your part whatever, to take it if you do not find it just exactly what you want.

In case you do not want the Westman Watch after seeing it, simply request the express agent to return it to us, at our expense and the transaction is closed.

Thanking you for your coupon request, we are

Very truly yours,

P. S. Turn this letter over, fill in description of the watch you would like to see, and return at once to us in the inclosed stamped envelope. You will find two Extra Approval Order Blanks inserted in the back of this catalogue. Probably you have a friend or two, who would also like to get a watch while this special offer lasts.

38. Dear Sir:

We want to pay you to do something for us in your locality—that however, we will take up further in this letter—read on.

You will find the accompanying book, which fully describes our Eazee Hand Stump Puller, mighty interesting and profitable. It also contains, on the inside of the front cover, our signed guarantee, the shortest, fairest and most binding guarantee ever written.

Did you ever stop to consider what each stump on your place was costing you each year in taxes and the valuable, profit making land it takes up? Figure it—You will find that only a small number of stumps is taking out of your pocket each season much more than we ask you to pay for our wonderful Eazee Hand Stump Puller.

Why man, you and your family could take a trip to the city each year and ride in the best equipped Pullman Passenger-train, doing service on any railroad in the United States on the money that you are losing through stumps—can you afford such an extravagant waste of money? Now think! Really can you?

Getting more acreage without buying more land, and without paying more taxes is making real honest-to-goodness money. Now isn't it?

Well that is just what our Eazee Hand Power Stump Puller will do for you—but even that is not all.

We are making a big cut in our prices so as to bring these wonderful machines within the reach of all. At this price no farmer can afford to keep idle stump land. In two or three weeks you can make enough money and pay for it working for your neighbors.

Did you ever cut down a tree? Of course you have and you know what a back-breaking job it was and when it was down you still had a good-for-nothing stump to tussle with.

With our Eazee Hand Power Stump Puller you can take down the largest tree on your place—pull it right out roots and all and do it in 10 minutes—less time than it would take you to whet your ax.

You will find our Eazee Hand Power Stump Pullers just as handy—just as easy to use—for pulling the smallest brush as it is for pulling the largest stump.

Although Eazee Hand Power Stump Pullers are very well-known throughout many sections of the country, and our sales have increased at the remarkable rate of more than 800% in less than six years—our records do not show any in use in your particular neighborhood.

In view of this fact, we fully realize that the truly wonderful work you will do with our Eazee Hand Power Stump Puller on your place would draw the attention of farmers all around you and that many of your friends and acquaintances will naturally ask you about it.

Thus, our Eazee being the first to be used in that vicinity, would give us some very favorable advertising and should result in our selling a number of Eazee Hand Power Stump Pullers in that locality—there is where we want to pay you to do something for us, and here is our plan—

Read the price list in the catalogue. You will note there that the price of outfit No. 1 is \$330.00. We are going to offer this to you for \$280.50. You will also note on this page that outfit No. 3, catalogue price is \$298.50. We are going to offer this to you for \$253.50. You will note also that outfit No. 4 is priced at \$210.50. We will sell you this outfit for \$179.00. Therefore, fill out and return to us the attached order blank, addressed to my personal attention. Upon its receipt we will enter your order and have shipped to you whichever outfit you pick out, billing the same to you at these prices, which you will notice is an enormous saving to you, enough to pay the freight three or four times over. These

prices are f. o. b. San Francisco. But delivery can be made from Portland with freight added to price. We are making you these special prices in order to get one of our Eazee Hand Power Stump Pullers in your locality and get you to help us sell others.

We will even go you one better. If you will enclose remittance with net amount of your order, we will allow you an additional \$5.00 discount on any of these special prices.

As soon as we have a Eazee Hand Power Stump Puller in operation in your vicinity this offer will be withdrawn.

Now fill out the order blank and put in the mail before you lay this aside, because, this offer will be made to some one else in your neighborhood. If we do not hear from you soon, then you lose this introductory allowance or this enormous discount.

So don't put this off if you want to take advantage of this saving.

Very truly yours,

P. S. In accordance with the above, if you inclose your check with the order, outfit No. 1 the catalogue price of which is \$330.00 will cost you \$275.50; outfit No. 3, the catalogue price of which is \$298.50 would cost you \$248.50; outfit No. 4 catalogue price of which is \$210.50 would cost you \$174.00.

If you do not care to buy an outfit right away send us a deposit of \$20.00 and we will set aside whichever outfit you want and you can pay the balance any time within one year and thus secure for yourself the big money saving we are offering you.

(Problems)

III. Letters to Business Men as Dealers

39. Your problem is to interest a retail clothing merchant by means of a sales letter in American Ready-Made Clothes to the extent of inducing him to mail a return request (a postal card which you inclose) for your new spring catalogue.

American Clothes are made by the American Association of Tailors, a coöperative institution with headquarters in Cincinnati, Ohio.

Special features:

Prices reduced. Regular quality suits retail as low as \$20 with good profits to merchant.

Reason for price reduction: Large quantity buying of raw materials; elimination of waste expenses.

American Clothes are nationally advertised. Spring catalogue is just off the press. Contains many illustrations of new models, etc.

Objections to be overcome by your letter:

1. Business is generally depressed at the present.
2. Satisfied with line of clothing carried at the present.

40. The Duro Woolen Mills, Tacoma, Washington, have just begun operation of their new, up-to-date factory. They manufacture Duro Flannel Blouses for men and boys. All flannel is made from pure wool, no cotton or waste being used.

Duro Flannel Blouses are made, finished, and packed with care. They are priced right and to yield the dealer a good profit.

Your problem is to write a letter to a retailer in a small town to prepare him for the visit of the Duro salesman, who will soon call on him with a full line of Duro Flannel Blouses.

Prepare the letter. Make it complete. Add details other than those given above in the statement of the problem.

41. Your problem is to write to an automobile tire dealer for the purpose of interesting him in tires to a point where he will return the card you inclose.

Special objection to be met by your letter:

We can sell lower priced tires and make more profit.

42. Your problem is to induce by means of a letter a retail grocer in California to send for a trial shipment of Meadow Condensed Milk, an Oregon product, known for its quality, fair price, and fair profit.

Special objection to be met by your letter:

We prefer to sell California Poppy Milk, a product of our own state.

43. Write a letter designed to interest a small town druggist in an agency for a well-known make of typewriter. Enumerate the benefits that such an agency will bring to him. Concentrate on a few.

Objection to be overcome:

A certain typewriter firm has a long established agency here which has for years monopolized the typewriter business of this locality.

44. Your problem is to sell a druggist by means of *one* letter a trial order of any one of the following:

Phonographs

Face powders

Fountain pens

Tooth pastes

Writing papers

or any other article in which you are interested and with which you are thoroughly familiar.

Objections to be met by your letter in each case:

1. Since your line of goods is not well advertised, it would be difficult to sell.

2. We have no room for a new line of goods just now.

LETTERS FOR ANALYSIS AND REVISION

45. Gentlemen:

We might just as well be frank about it from the first. We are

writing you this letter because we want and value your business; we'd like to have you sell Snyder's Aroma coffee in your store.

The word "Quality" has been worked to death, but you know what it means. You know that it pays you to sell goods to your customers that they like and come back for, and customers do come back for the goods of better quality.

Snyder's Aroma Coffee is "different in taste from other Coffee and better." If you read the Smithville "Pioneer," you will see that we are telling your customers this continually. You will also see the little figure at the top of this page, in every one of our advertisements.

This advertising is not a spasmodic splash; it is a big campaign, which is to continue indefinitely. Any number of your customers must be seeing it right along. Smithville people are getting to know how good Snyder's Aroma Coffee is and are telling their grocers they want it.

So while we'd like to do business with you, we can at the same time offer you two things which will increase your own business—fine quality and "live wire" advertising. These go together and they are a big help to all merchants who take advantage of them.

Just now we are also offering a Special Advertising Allowance of two and a half cents per pound to every merchant buying Snyder's Aroma Coffee. This should interest you, too.

Very truly yours,

46. Mr. Retail Merchant:

Improvement in Manufacture

Pura Peanut Butter has been greatly improved. By our new process of manufacture, oil separation has been largely, if not entirely, eliminated. In color, flavor and grind we believe Pura has rarely been equalled—never excelled.

New Packages

To further popularize Pura, we are now packing this same high-grade Peanut Butter in glass jars (small, medium and large) with a handsome new label. All future orders for glass goods will be filled with this new style.

Drop Shipments from Factory

Our prices, at all times reasonable, are especially attractive when "drop shipments" from factory are requested. By this plan, shipment of 100 pounds or over is freight paid to your station, and if of 5 or more cases, one kind or assorted, a trade discount of 5% is given.

Extra Special Discount for March

During the month of March our Advertising Department permits

us to offer an "Extra Special" discount of 5% on all sales of Pura (glass or tin) in any quantity made, to *retailers only*.

In order to secure this "Extra Special" discount of 5%, original invoice showing such purchase should be promptly forwarded to The Jones Company, Advt. Dept., Chicago, Ill. As soon as checked, invoice will be returned to grocer making purchase, together with our check for "Extra Special" 5% discount.

Bulk Peanut Butter, Jones' Mustard, Baking Powder or Famous Tea may be used for *weight or quantity* in making "drop shipments," but "Extra Special" 5% discount will only apply to purchase of Pura in assortment ordered.

Carefully note slip inclosed supplying additional information.

Then—*act quickly*.

Yours for Service,

47. Gentlemen:

DELIVERY SERVICE THAT BUILDS SALES

It takes something more than the appetizing odor of fresh bread, crisp doughnuts or fluffy rolls to establish your trade. It's service, quick, dependable and immaculate that turns the deciding trick. Motor delivery is the practical means.

Just picture, for instance, our classy 418 Panel Body with attractive lettering and possibly an art treatment of your specialty. You couldn't wish for a better advertisement or anything more suggestive of quality goods and exceptional service. The 618 gives you the same equipment for the one-ton truck. Then there's our 401.

A Johnson-KK truck unit represents the lowest first investment in serviceable and economical hauling. As a unit both can be operated at minimum cost—repairs are cheap and quickly made. You can cover a greater territory in shorter time and at less expense per mile—yet on a more dependable schedule, without inconvenience or annoying delays.

We want to tell you more about the economy and practical value of Ford delivery service, the Johnson—KK bodies built for your particular requirements, and the increased business their application will net you. Come in to see us, 'phone or drop us a line. You'll be interested in what we have to offer—it means money in your pocket.

Yours very truly,

48. Gentlemen:

You should know about our BREAD and SERVICE!

QUALITY BREAD AND QUALITY SERVICE work for you day and night.

Our baking goes on continually—enabling us to ship absolute fresh BREAD on every train leaving the city.

The mail comes to our office six times during the day and night. This keeps us in close touch with our dealers and their needs.

QUALITY BREAD AND QUALITY Service are represented in the superior quality of these two splendid brands of BREAD.

This is an opportunity for you—to sell more BREAD and better BREAD.

All we are asking is a trial—our goods and Service will speak for themselves.

We know that you are busy—but send us the inclosed card today.

Very truly yours,

49. Dear Sir:

GET THE MOST OUT OF CANNED FOODS WEEK

When business is good, the public more than ever concentrates on popular brands.

That's why we say—"There's a bigger business in sight for you on Eldorado during the first week in March."

For Canned Foods Week, backed by the National Cannery Association, and every prominent organization connected with the sale or production of canned foods, is going to arouse new interest in the consumption of these goods.

And Eldorado—already the best-known and most-called-for brand of canned fruits, vegetables and food specialties in America—is naturally going to be a popular seller.

Furthermore, Eldorado, in a smashing color page on the inside front cover of the Saturday Evening Post of March 14—out the second day of the drive—is going to "cash in" on this buying event in a decidedly big way for every Eldorado grocer.

That's the kind of sales-promotion work—seizing every opportunity—that has put Eldorado where it stands today. And it's that kind of advertising that makes these quality products your one best line to feature during this week—when people will be thinking of buying more canned foods from you.

Why not begin now and plan on making Eldorado a prominent feature of your Canned Foods Week window, so as to take full advantage of the special publicity being given Eldorado in this issue of the Post, as well as the constant advertising being given this popular brand every month of the year?

Please remember we are always glad to give you service on this quality line of food products. Please 'phone us or see our salesman.

Yours very truly,

PROBLEMS

IV. Letters to Business Men as Consumers

50. Assume that you were recently graduated from the School of Commerce and Business Administration of your institution. While attending college, you specialized in Advertising and Business English, paying particular attention to practical courses designed to teach you how to write advertisements and all kinds of direct-mail advertising literature. Prior to entering your school, you were employed in the sales-promotion department of a well-known advertising agency for a period of three years.

Your investigation of business opportunities for an advertising engineer in your city leads you to believe that there is at present a good demand for the services of an efficient, wide-awake advertising man, and that the proper development of this demand would result in the ultimate establishment of a very profitable advertising agency. You have decided to announce the opening of your office to the business men of your city by means of an attention-compelling sales letter.

Write the letter.

51. You are the director of the summer session of your school. Prepare a sales letter to be sent to a selected list of young business men for the purpose of persuading them to spend part of their approaching summer vacation studying practical business courses in your institution. These men and women are alumni of your institution.

In your letter describe briefly the most important educational and social features of your summer session. Urge your prospect to register by mail. Inclose a bulletin which contains full information about the summer session.

Write the letter.

NOTE.—Stop at the Registrar's Office before preparing this assignment and ask for a summer school bulletin.

52. Criticise, then revise the following letter, which was used by a lumbering concern to promote sales in general:

Gentlemen:

Logging operations seem to carry more "grief" than any other line of business that we know of.

Our difficulties in getting out our poles remind us of the early days when Paul Bunyan was operating under difficulties, that is, we are forced to meet situations that seem impossible; but generally overcome them like Paul did when he dug the Great Lakes and drove logs to South America, via the Mississippi, and Gulf. Big Joe, Captain of Pancake Crew and Blower of the Dinner Horn; Chris Crosshaul, the crazy foreman who drove the wrong logs to New Orleans and back; and Big Ole, the blacksmith who punched holes in the doughnuts, were all prominent men in Paul's organization. Then, there was Sour Dough Sam, the cook, who

lost an arm and a leg when his sour dough tub blew up; Brimstone Bill, the bullwhacker, who drove "Babe" the Big Blue Ox that was seven ax handles wide between the eyes; and Johnny Inkslinger, the Camp Clerk, who saved nine barrels of ink one winter by not crossing the T's and dotting the I's when writing out payroll checks.

Space forbids us to list the numerous obstacles a logger encounters or the many tales of Paul's prowess. However, before we go any further, let us say that we want the order for the next car of poles that you buy. Keep the X-M Brand of Quality in mind, and remember that our butt-treating facilities are **SECOND TO NONE**.

If you are interested in Xerxes-Maxwell guaranteed penetration process, or want prices on poles, plain or treated, mail the inclosed card.

Yours very truly,

53. The manager of the Imperial Hotel, San Francisco, California, has just learned that the Russian Grand Opera Company, which is now playing in Seattle, Washington, plans to give performances in the San Francisco Auditorium for a period of three weeks, beginning in about a month from date. He decides to bring to the attention of the business manager of the Grand Opera Company the advantages of his hotel with the view of inducing as many members of the Opera Company as possible to register at the Imperial Hotel.

The hotel is on Market Street, just three minutes' walk from the Auditorium. It makes a special effort to provide extra comforts for theatrical people who visit San Francisco.

As assistant to the manager of the Imperial Hotel you are now asked to prepare a letter which is to be addressed to the manager of the Russian Grand Opera Company, in care of the Baltimore Hotel, Seattle, Washington, for the purpose mentioned above.

Incorporate in your letter desirable features of your hotel service which are likely to appeal to theatrical people. Say that you would be glad to make special rates if as many as ten members of the Opera Company register at your hotel.

Write the letter.

54. You are employed by the Albert Boat Mfg. Co., Goose Bay, Michigan, to handle sales correspondence. About two weeks ago when you were visiting Waterloo, Iowa, you learned, on the last day of your visit, that Frank Lichty, a young man engaged in the gasoline engine business in Waterloo, was personally interested in getting a fast motor-boat.

Mr. Lichty's hobby, so you ascertained, is fishing. He is a married man who can well afford to buy a good motor-boat.

Write him, asking him to consider the purchase of "Eaglewing," a fast "V" bottom run-about. This boat comes in two sizes, 25 ft. and 30 ft. The "V" bottom construction makes the boat desirable for both deep water cruising and speed racing. The underwater section of Eaglewing is so constructed as to enable the boat to ride big waves and the spray.

Eaglewing 825—length 25 feet; beam 72 inches, with a 25 HP. Brooks motor equipment—\$1200.

Eaglewing 830—length 30 feet; beam 76 inches, with a 35 HP. Brooks motor equipment—\$2100.

Detailed specifications and illustrations in circular which you inclose.

Each boat is equipped with a high-grade, 4-cycle, 4-cylinder motor. Cockpit has two built-in seats forward and one stern seat with cushions and lazy backs. There are two wicker chairs, linoleum floor covering, electric running lights, horn, flagstaffs, steering-wheel, bulkhead starter, and six rope fenders.

Terms: 20% of purchase price with order and balance on delivery of boat. All boats are crated and delivered f.o.b. cars at Goose Bay, Michigan. All boats are guaranteed to be first-class in every respect. Money will be refunded if boat is found to be inferior in any way.

Now write the letter. Concentrate your written effort on the price and quality of the boat or on other outstanding selling features. Picture the prospect enjoying a ride in your motor-boat. Appeal to his practical imagination.

NOTE. Unless you are thoroughly familiar with the sales features of motor-boats, be sure to visit a local dealer before you attempt to write this important sales letter.

55. Prepare a sales letter intended to interest a business man in the purchase of

- (a) A book on advertising or accounting.
- (b) A subscription to a magazine.
- (c) A filing system.
- (d) Made-to-measure clothing.
- (e) A season ticket to college football or other games.

Objections to be met by your letter are as follows:

- Problem (a)
- 1. I have a large number of books on this subject now.
 - 2. I don't think the book is worth the price.
- (b)
- 1. I am a subscriber to those business magazines which I need in my business. I have no time to read any more or any others.
- (c)
- 1. The price of your filing system is higher than that of other, similar systems.
- (d)
- 1. I have bought ready-made clothing for the past fifteen years and see no reason why I should change now. Moreover, I think ready-made clothing is much cheaper than made-to-order clothing.
- (e)
- 1. I am far too busy to attend football games.
 - 2. The admission fee is too high.
 - 3. My wife does not care to see a football game, and I "hate" to go alone.

56. Assume that you are the correspondence secretary of the International Health Institute, 49 West 55th St., New York City.

Your organization offers its members:

1. A thorough physical examination of the entire body according to standardized methods that have been approved by the eminent physicians on the Institute's Reference Board, and that have been perfected through the examination of over 50,000 members.
2. A careful review and scientific analysis of the medical examiner's report and a personal statement covering the health problems of each member.
3. A personal review from the institute's chief examiner explaining the results of the examination and giving special instructions for the improvement of the individual's physical condition.
4. Special and businesslike instruction on the fundamentals of right living including diet and exercise.
5. Free subscription to the institute's monthly paper "Efficient Living," which gives many practical hints on how to prolong human life.

The annual membership fee, which includes the service mentioned above, is \$20. The constant protection which the International Health Institute offers is one of the most valuable features of the service.

To increase the membership of the institute you have decided to send out a letter to a selected list of young business men.

Write the letter. Stress the chief selling points of your service. Say that the service which the International Health Institute renders is one of the most profitable investments which a business man can make and that it is a vital necessity.

Ask your prospect to fill out membership blank which you inclose. Upon receipt of this blank, the Institute will immediately appoint a physician in the prospect's town who will make the examination, and who will then send the report to the Institute's Chief Medical Examiner. Thus, the Institute will begin to serve the new member immediately after he has taken out membership.

Main objection to be overcome by your letter:

I am in excellent health and do not need this service now.

57. You are the proprietor of the Rocky Mountain Hotel, Denver, Colorado. Your rooms are modern and comfortable. Every room is an outside room connected with private toilet or bath. Rates very reasonable. Service courteous and refined. All Union Depot cars pass your hotel.

The Rocky Mountain Tourist Bureau of your city, which advertises extensively in Eastern newspapers, receives many inquiries from business men concerning hotel accommodations, many of which are referred to you. To capitalize these inquiries you decide to draft a letter which is to be mailed to tourists that intend to visit your city during the summer months.

Write the letter. Call your reader's attention to special features of your hotel service.

58. The Wellsville Mfg. Co., Parkersburg, Iowa, manufacturers of Wellsville collapsible open air houses, is desirous of promoting the sale of its product by means of an effective letter to a selected list of business

men in Iowa, Illinois, and Nebraska. This firm has asked you to write the letter.

Before you write the letter, note the following data:

Wellsville Open Air Canvas Houses have a strong frame of spruce or cypress wood which is light. The metal parts are made of steel. The house is easily put up and taken down, without the use of tools. The canvas is permanently attached to the frame work in sections, and in such a way as to prevent its shrinking or stretching. These houses are provided with shutters for ventilation which may be operated by cords from the inside.

Weather-proof cloth screening to keep the insects out is furnished with each house. The anchorage of open-air houses is from the roof, not from the base. This feature prevents the wind from doing any harm whatever to the house.

Wellsville Open Air Houses may be used on the lawn at home, or they may be put on the running board of the car and taken along for the summer vacation. When collapsed, a Wellsville Open Air House occupies but very little space.

In your letter make use of any of the above mentioned, assumed facts. Tell your prospect definitely in what way *he* is likely to benefit from the ownership of an open air house. For prices and detailed descriptions of the houses, refer him to a circular which you are sending him under another cover.

Prepare the assignment.

59. You are the Secretary of the American Success Club, 9 Madison St., Boston, Massachusetts. This club is organized under the laws of the State of Massachusetts for the improvement of service and for better work. It is not a money-making organization. It issues neither stock nor bonds and pays no dividends.

It is controlled by a board of governors whose sole aim is to realize the high ideals of the club. Membership in this unique club includes men and women, without regard to social position, religious affiliation, business or profession. The main purpose of the club is to teach the individual member to become a spiritual, mental, physical, and financial success. Thus the club is founded to meet a distinct human need and to continue its efforts as long as it meets this need successfully.

The American Success Club furnishes each member with specific instruction in positive mental training, thus giving him definite inspiration and practical encouragement.

Each club member is entitled to a lesson course consisting of 12 lectures on Personal Success. A nationally-known writer—a highly successful salesman—prepared these lessons for the sole use of the A. S. C. These lessons are furnished each member at the rate of one a month. At the end of each lesson is a questionnaire which the reader is asked to fill out and return to the club for personal analysis and criticism.

The lectures are printed on fine white paper and come in the form of booklets of attractive size. They may be carried conveniently in the coat pocket and read anywhere at any time.

The titles of some of the lectures are as follows:

- I. The Importance of YOU.
- II. The Value of a Friend.
- III. The Success Value of Failure.
- IV. The Power of Relaxation.
- V. The Necessity of a Hobby.
- VI. The Way to Bigger Salary.

Membership in the club includes the subscription to the A. S. C. Magazine, published monthly for the purpose of giving the club members an opportunity to express themselves on subjects of mutual interest and value and of giving practical hints and suggestions for the advancement of the club and its noble cause.

Furthermore, each member is furnished with a two-color certificate of membership, artistically executed, and suitable for framing. Other helps and benefits which the club intends to give its members from time to time will be without cost.

Membership in the A. S. C. is \$45. This may be paid in nine convenient installments of five dollars each. Any member may resign within 30 days after election to membership upon return of the membership equipment and his money will be returned in full.

You are now asked to write a letter to a selected group of young business men, all subscribers to the nationally known periodical "Individual Efficiency," for the purpose of notifying them of election to membership in the A. S. C., and of asking them to signify acceptance of membership by returning a card which you inclose for this purpose.

Do not mention the price of membership in your letter or anything which might give your reader the impression that you are selling a set of printed lectures, which is not the case. Confine your written efforts to a carefully worded, dignified statement of the purpose of the club and its value to its members. Arouse the reader's curiosity to a point where he will mail the return card, accepting membership in the club and asking for further detailed information concerning the club's activities.

Write the letter.

60. The Busch Bicycle Company, 45 Elmwood Avenue, Buffalo, N. Y., has asked you to prepare a letter for the purpose of disposing of bicycles to young boys of grammar and high school age. This letter is for fathers of boys to be sent to a boy's father two or three weeks before the boy's birthday. It is to suggest the purchase of a bicycle as an appropriate and practical birthday gift.

Prepare the letter. Determine for yourself the selling points on which your appeal is to be based. If at all possible, make a first-hand study of a certain make of bicycle before attempting to write the letter.

61. Your problem is to get a busy executive to read a circular sales letter and to induce him by means of that one letter to subscribe \$3 a year for a business magazine which is entirely unknown to him.

Your letter must overcome either of these objections:

- (a) Your prospect already receives more publications than he could possibly find time to read.
- (b) He does not make a habit of reading business publications regularly.

Note: Your letter is to be sent out under one-cent postage.

62. A banker of your city has asked you to prepare a letter which is to be sent to persons who have been engaged as teachers in your local schools for the coming year for the purpose of calling to their attention the facilities of the bank and of inducing them to do business with it upon their arrival in your city.

Write the letter.

LETTERS FOR ANALYSIS

63. Dear Sir:

You're one of two thousand influential business men in this city—and like most business men, you believe that a well fitting, stylish made-to-measure suit—is the best clothing investment you can make.

Last week we wrote you and also other local business men about our tailoring department. We told you in that letter that we would make a tailored-to-measure suit for you, for less money than you would pay elsewhere.

That letter created action. We were favored by many new customers as well as old customers who were keen to take advantage of our fine woolens at such reasonable prices. They were pleased with the splendid materials, the conscientious workmanship and the new Fall Fashions, too, which we shall be glad to show you when you come in.

We know that you'll not overlook this opportunity to have your suit made from the finest woolens on the coast, by the most competent tailors to be found!—and like most business men, you'll see for yourself—and if "seein' is believin'"—you'll believe us when we say—"a better garment than a Pleasanton Made-To-Measure Suit—is not made, *anywhere at any price.*"

A word to the wise is sufficient. When may we expect you?

Most sincerely yours,

64. Dear Sir:

"Never dreamed that financing could be done so easily."

—the frank statement of E. M. Johnson, manager of a thriving firm at 84 McAllister St., San Francisco. Just a few years ago, Mr. Johnson started his business with less than \$100. Today he has 3,300 dealers and is netting over \$300.00 per week.

A clever sales manager and shrewd business executive, Mr. Johnson had always seen many ways to develop his business. But he didn't see how to pile up the funds necessary for extended oper-

ations, even when he was SURE it would count big in actual profits in the end.

He had made several loans at the bank, borrowed a little from other sources—but he never was free from financial restraints. At last he had about decided to take a trip and visit other business men like himself for suggestions—when he secured a copy of “How to Finance a Business,” a book that tells how to get capital to develop a business. And on page 19 Mr. Johnson found a simple plan that enabled him to finance his business with far greater ease than ever before. His business quickly took on new life. As he himself says, “This book is a wonder! The methods in it have enabled me practically to forget money matters and devote almost all my time to important development and expansion!”

Mr. Johnson would have been glad to pay well for the single suggestion on page 19 alone, but we gave him the complete book FREE—with 20 months’ subscription to SYSTEM, the Magazine of Business, at the mere cost of SYSTEM alone, \$5.00—the same as we offer it to you now.

Examine this book and see that it shows how to secure bank loans easily, explains the intricacies of stock and bond issues, sources from which money comes; tells how to interest investors, when to apply at the bank, what the banker wants to know, shows how to make a convincing statement, how to get credit when buying, use credit to best advantage, gives emergency methods, “don’ts” in money matters, data on financial records—scores of plans a busy man wants to know about right financing and what it can be made to do.

But these plans do far MORE than merely aid you now. They guide you in planning big business deals and in financing big enterprises for the future. They help you develop your business ability and strengthen your business judgment. These financing plans will give you at all times new and added power to guide and control business men with whom you come in contact.

My offer is simple—and every advantage that was Mr. Johnson’s is also yours. Merely fill in and mail the handy card enclosed. The book will come to you at once FREE—all delivery charges prepaid, and SYSTEM will continue to bring you similar new ideas each month. Mail the card today.

Sincerely yours,

65. Dear Sir:

Now there’s the Dollar Pattern Buyer, for instance.

She’s a clever woman, or she wouldn’t be sufficiently well-informed to buy Fashion Patterns solely for their modishness and their correctness of line. She’s an elegant woman, or she wouldn’t take the trouble to buy them in order to be stylishly gowned. She’s a well-

to-do woman, or she wouldn't casually spend a dollar for a Fashion Pattern when she could get other patterns for fifteen to forty cents.

When that woman makes up her Fashion Pattern, she isn't going to skimp on materials. The finest silks and satins, the richest wools, the best of finishings are going into that gown.

Unquestionably she is equally discriminating about the niceties of the toilet—the powders and creams and perfumes she uses. About her luggage. About her shoes and hats. About everything that she buys, for herself or her household. A woman who thinks in terms of quality rather than price.

She is the kind of customer YOU want!

Your class of goods is stocked in the class of store that sells Fashion Patterns and the FASHION PATTERN QUARTERLY to precisely this class of woman.

And sells the QUARTERLY to her at the very moment when she is engaged in the very act of buying her season's outfit in the store where your goods are sold.

I believe that is why FASHION PATTERN QUARTERLY has proved so profitable a medium for the advertisers who have used its pages.

Could you conceive of a better way to reach a better customer for your goods than to put your advertisement before her in the QUARTERLY? Or a better time?

Forms for the Winter Number close October 20.

Sincerely yours,

66. Dear Sir:

The investor who will make the most money in securities during the next two or three years must get into his head now a clear idea of the present position of the market.

By a careful study of certain important factors which affect the course of the stock and bond markets, we find signs that are decidedly encouraging. They not only support the belief that the next long sustained movement in security prices will be upward, but also that this movement will, as in the past, precede and discount a later upward trend in business. For the investor who follows the policy of investing for the "long pull" we regard the present as an accumulation period that should be taken advantage of. It is now time to buy certain securities for the "long pull" and the large profits.

At times such as we are now witnessing—that period of hesitation between an extended bear movement and the next long upward swing—there are always many who have been waiting for this precise situation to develop. In other words when prices begin to drop

after a long term bull movement they decide not to buy anything more until stocks are again cheap.

Such a conclusion is absolutely sound. The trouble is that in a period such as we are referring to, general business has usually declined also, hence there is not that feeling of optimism that was exhibited earlier, succeeding a time of profit taking. Therefore, many fail to carry out their original plans, with the ensuing result. Those possessing the courage step in and buy issues at bargain prices—while the others who insist on following the crowd must be content with results that are much less satisfactory, because they wait too long. It is the man who is willing to THINK, and not only to think, but also to think IN ADVANCE of other people, who MAKES THE MOST MONEY in the long run.

It is important, however, that you ACT ADVISEDLY. Buying worthless stocks and issues of companies that are in an inflated condition only tends to turn the wheel backward. Therefore, in selecting the securities to buy you should know beforehand what you are doing. It is our whole business to collect and collate all the facts concerning various securities and all the factors affecting their market price. It is also our business to analyze this information and then pass our interpretations on to our clients.

Earl's Investment Service is the means through which subscribers are advised when to buy and when not to buy—what to buy and what not to buy—when to sell and what to sell. This is a most opportune time for you to start your subscription with conditions particularly favoring the best results. If you are prepared to give confidence to our advice on securities—then accept our judgment that you should subscribe now as being correct. If our advice is good in one instance, it should be in the other.

Sincerely yours,

67. Dear Sir:

Five days to prove I can *RAISE YOUR PAY*.

I mean just what I say—there's no catch about it! You don't pay one penny to convince yourself *that I can do it*.

LISTEN!

For several years I've possessed a Secret or System which quickly enables you to:

- make more money.*
- build better brains.*
- enjoy real happiness.*

Over 500,000 people have tried it—and *FOUND MY METHOD WORKS*. My files are jammed with amazing stories of jumps in income, unexpected success, and attainment of happiness complete.

I will not plead nor argue as to whether you should have it. The

opportunity is all on *your* side. If you miss it, **YOU** lose. It will teach you the same great personal power which I and my friends use to win for us **DOLLARS, SUCCESS, HAPPINESS.** *It will do the same for you.*

The private methods which will revolutionize your life, make you a man among men, and in a twinkling turn a brilliant success trick for you, are all revealed in the world-famous book **YOU.**

Let me lend you a copy of this big **YOU** at *my expense.* Read it 5 days **FREE**; try some of the startling exercises in will-power; see it awaken a mighty success-force now idle within you.

Such a simple act as signing inclosed Free Trial post card has been the turning point from failure to fortune, from discouragement to delight, from weakness to power in the lives of thousands. It's a *sure-thing* **OPPORTUNITY** for you, involving no obligation. **SIGN TODAY.**

Yours for Achievement,

PROBLEMS

V. Letters to Salesmen*

68. Your task is to write a one-page letter to be sent to traveling salesmen. It is to deal with any one of the following general topics:

1. Meeting objections.
2. The bearing which the salesman's physical well-being has on his daily selling efficiency.
3. Know your goods!
4. The disadvantage of the standard method of approach.
5. Perseverance.

69. As sales manager of the Maxim Press Company, publishers of the Standard Loose Leaf Encyclopedia, Chicago, Illinois, you have just sent out a "green" salesman into territory that has not been worked for about three years.

In the two weeks that the salesman spent in the territory he has sold only four sets of books. His reports and letters indicate that he is discouraged and likely to quit.

Write a letter that will prompt this salesman to renew his efforts and to "stick" to his contract, which calls for at least six months' service.

In your letter you are at liberty to make use of any of the following data:

The salesman who worked this particular territory three years ago found it exceedingly good.

Four sales during the first two weeks is not such a bad record at all.

After the salesman gains experience and learns to meet objections effectively, he will find it easy to get orders.

Urge salesman to analyze each canvass made with the view of finding

out why he succeeded or failed. Mention the fact that a friend of his who is working in neighboring territory and who started to sell at the same time your reader did, is doing very well.

Let the tone of your letter be optimistic but firm. Prepare the assignment.

70. Your problem is to prepare a letter to be sent to all salesmen of a bond house, specializing in municipal bonds, for the purpose of discouraging misrepresentation of securities sold by them.

In your letter urge your reader to play the game fairly and squarely, not to concern himself with the other fellow's business, and under no circumstances to misrepresent any securities in making sales. Say that a good principle to follow in selling is: "Be sure you are right, then fight with all your might."

Your letter is to be headed "Confidential to Salesmen." Write it.

71. You are the assistant to the sales manager of a firm manufacturing shaving cream and selling through salesmen to druggists. Your sales manager finds that most of the members of his force do not realize the importance of getting the clerks in the prospects' stores to work for them.

Your superior has just told you that 90% of all manufactured goods are sold over the retailer's counter and that only 50% of the persons that enter the store purchase before leaving. This percentage can in his opinion be increased by training the drug clerk to be more efficient. Among the things which every salesman should impress upon the clerk at every opportunity and which will result in more sales of the firm's shaving cream sooner or later are these:

- (a) It always pays to be courteous.
- (b) The customers judge our establishment by what they think of me.
- (c) An old customer is a new customer who has been treated with respect and courtesy.
- (d) Unless I, the clerk, believe in the quality of the goods which I sell, I cannot expect my customers to believe in it.
- (e) A customer is satisfied only when he returns to make another purchase.

You are now asked to put the information given above in the form of a letter to the sales force of your firm.

72. Business conditions in the country in general seem somewhat depressed. Your firm, the White Gas Engine Company, of your city, finds that its salesmen have difficulty in meeting the all too common objection that "business is poor—we are not buying anything" effectively.

As a matter of fact the volume of business which your firm is doing at the present time is very satisfactory. But more important is the fact that the White Gas Engine Company is breaking ground for a new factory—a building 140 feet wide and 612 feet long—to care properly for its ever increasing volume of business.

This building is an ADDITION to your factory.

Your problem is to put the information given above into the form of

an effective letter to the firm's salesmen, a letter that will leave no doubt in the reader's mind that business is *very satisfactory* indeed. With the letter send a newspaper clipping bearing on the construction of the addition to the factory.

LETTERS FOR ANALYSIS

73. Dear Mr. Brown:

The actor with one play can only draw the crowd that likes his kind of show.

Vaudeville gets everybody. There is something in the program that appeals to every one.

You can appeal to every kind of a buyer with Westclox. You can sell the exclusive jeweler—the five and ten-cent store and everything between.

Get all the information about your customer that you can before you tackle him. Study his windows and the kind of goods in them. See whether to talk price or quality or both.

You have a variety of goods and can talk from any angle. Line up the kind of talk to fit him and connect it right to his store in some way.

Make him feel that you have studied his trade and know its demands.

Follow the line of least resistance and you get quick action on the order blank.

If you will spend a few minutes preparing the stage—deciding on the show and choosing the cast of characters, you'll save hours of argument and show better box office receipts.

How do you do it? Read the windows. There is as much store character in show windows as there is human character in a man's face. The windows are easier to read.

Yours very truly,

74. Dear Sir:

YOU CAN TELL THIS TO EITHER "SWEENEY" OR THE "CLERK"

Softis Shaving Cream softens the beard, gives 150 times its volume in lather and 150 shaves to the tube. Soothing, too—won't dry on the face. And speed—60 seconds for a full lather. If you don't like Softis, return any part of the tube to your dealer and get your money back. It sounds reasonable—but listen, it makes one of the best shampoos you ever used—Wet the hair, apply one inch of cream, and Oh Boy! Such a lather! Do you know that each batch of shaving cream we make is standardized and tested for alkalinity and is as near neutral as possible and still be a soap. On a blind test against five nationally advertised creams all sent in

plain blank tubes to 25 advertising men over the country, Softis received one more first choice, one less second choice, two more third choice and four more fourth choice votes than any other on performance and preference.

AFTER SHAVE LOTION

We followed your hunch and made a slight change in the formula; raised it to 25% alcohol and added more perfume. It was always good but this change should make it a winner. Just why should you use our shaving lotion? "EASY!" It takes away that sticky, soapy feeling, closes the pores of the skin and prevents infection as it is a splendid antiseptic. It's refreshing, too, and puts on the finishing touches of a real shave by leaving the skin clear, smooth and soft.

SHAVING CREAM STATISTICS

Thirty-eight per cent of the population are men over 20 years old and shave themselves. Of all kinds of shaving soaps sold, including old-fashioned barber's bar, stick, powder and cream, 40% of it is shaving cream and this percentage is growing each day. If a dealer in a town of 2000 people would only sell one man in every four a tube of Softis when he asked for shaving cream, this dealer would dispose of one dozen tubes each month.

PERSONAL ELEMENT

Have you ever noticed how enthusiastic you can get after using some preparation that pleases you? You can make every clerk a Booster by inducing him to try Softis Shaving Cream—Send in his name, and we will mail him a tube without charge together with a letter of appreciation.

Very truly yours,

75. Dear Mr. ———:

Here is where I double up on you—a condensed plan on how to handle the busy fellow—the "You-ask-me if I am busy" type—the fellow who is angry.

To the man who is actually busy—treat him that way—don't say "Good morning—my name is, etc.,—" "Can it," that stuff will hurt your proposition. Condense your sales talk—make it snappy—Say this will do so and so—cost you so much—Go right to it—When he asks what you want; don't say I want to talk about my proposition—boil down your sales talk—he is entitled to it.

Now the "You ask me if I am busy" type—you know no man admits he is not busy—We all like to appear to be so. You know this type of a man—shuffles a lot of papers around his desk—appears to be terribly busy—don't hurry—throw out a few anchors—he will get snagged for a few moments at least—then your full, broadside—no visiting—straight from the shoulder—his order—a "thank you for your valuable time—and Good-by."

Maybe he is resenting the raking over the coals the boss just handed him—maybe that shipment of perishable goods failed to arrive on the morning express and there are big doings in the town that day and his profits are gone—he is angry—When you catch a fellow in this mood—ask him what is wrong—mind now—in a pleasant sympathetic way—misery loves company you know—be a sponge—absorb everything he has got—Let him get it off his chest, he will feel better—so will you—

Don't forget when he asks what you want—don't tell him—smile—durn it, smile and ask him what's wrong. Draw him out—soothe him—get him to tell you his troubles and he will be grateful to you—and sign on the dotted line.

Cordially yours,

CHAPTER XI

THE FOLLOW-UP LETTER

Why and What it Should Be

Not every interview secured by a salesman brings a signature on the dotted line, neither does every sales letter sent out result in an order. Most salesmen's efforts do not stop with one interview, and likewise most correspondents' efforts should not end with one letter. If the single sales letter brought, say, five per cent returns, this by no means implies that the 95% of persons that failed to answer this first appeal with an order are not prospects. They may not have bought simply because the letter was not strong enough to overcome their inertia, because they want more information or time before reaching a decision, or for some other good reason. In spite of all that, they may still be logical, prospective buyers for the seller's goods. The fact that a person written to once has not purchased is in the case of most offers made by mail not sufficient cause for removing his name from the writer's list of prospects: it should, on the other hand, prompt the latter to extend and to vary, and so to follow up his original appeal in the hope of finally getting the order.

He who prepares to reinforce and follow up his initial sales letter is much like the detective who, in an effort to solve a mystery, has been given a clew to work on and has been told to bring his man in dead or alive. So far as the letter writer is concerned his clew is either fresh or faint. If it is fresh, tangible, probably in the form of an inquiry, a request for further information or prices, then his task is to convert the inquirer's first interest in the goods into active buying desire for them. For this purpose he has the contents of the prospect's letter to go by: he is working on a definite "lead." In most cases, however, the letter-salesman's clew is faint in that it rests merely on the general knowledge that John Smith, whose name is on the firm's mailing list, belongs to a certain group of persons and is at some time or other likely to be in the market for the seller's merchandise. But no matter,

whether fresh or faint, the writer will continue to follow it up persistently, doggedly, and will stop only when he has the order safely tucked away, or when he is absolutely convinced that the person written to is not a prospect for his goods, and so strikes his name from the mailing list.

Follow-up letters represent continual efforts to sell a certain individual. They are sales letters in that each individual member of the series is usually intended to close the transaction. This does not mean that every follow-up letter is a complete sales letter designed to perform the four functions already discussed. It does imply, however, that every follow-up letter represents a separate, distinct sales effort, a complete unit in itself, and is, so far as the prospect is concerned, the seller's *very last* effort to get him to buy. It is clear that nothing would be more fatal to the success of such a letter than to let it create the impression that it is incomplete and likely to be followed by other letters if the recipient will only put off taking action long enough.

The Need for Variety and Repetition in Follow-Up Letters

The elements which characterize follow-up sales letters and which make them far more effective than single sales letters are repetition and variety. A college professor who during several successive summer vacations had been employed as guide to parties travelling abroad conceived the idea of organizing his own private parties. He had a folder printed giving the special features of the trip as well as the complete itinerary. This together with a brief sales letter he sent to acquaintances and friends with the view of interesting them in his private tour to Europe. His scheme was only moderately successful. One day this man's eyes were opened to the value of follow-up sales letters and their particular advantages over his present and inadequate method of appeal. A number of follow-up letters, each stressing certain benefits and pleasures to be derived from the trip, each presenting to the reader sights rare and new, and experiences worth while to be enjoyed in foreign lands in the company of an experienced, educated guide, and each urging the recipient to reserve a place on the party by making a substantial deposit, were prepared. The individual letters of this series were alike in that each placed emphasis on the outstanding features of the trip, such as its educational benefits, its low cost, etc., and in that each letter spurred the reader

to immediate action—to sign up for the trip. They were unlike each other in that each member of the series, in addition to emphasizing the most important advantages of the tour, pictured to the reader a different part of the journey, guiding him from one country into another, and so giving him a foretaste of the *variety* of pleasure and recreation that was in store for those making the journey. Actual photographs taken on prior journeys were used to supplement the word picture of each letter, and testimonials from well-known persons, who in former years had journeyed abroad with this guide and had found the pleasure both exhilarating and educating, were made a part of some of the letters. Inclosures in the form of well-illustrated, descriptive booklets were also used. Neatly typewritten on good paper, these letters were sent to a small, but carefully selected list of prospects. The results of this limited, but well-thought-out campaign were so gratifying as to establish at once the superiority of the follow-up letters over the single sales letters which had previously been used. Repeated and varied appeal, in other words, won over single, unvaried effort.

Repetition and variety lend the sales follow-up letter both its opportunity and its pulling power. Just as the eager trout fisherman casts his fly or coachman on swift mountain waters again and again, first here, then there, but each and every time hoping and endeavoring to land a wriggling, silvery trout, so should the letter-salesman send out letter after letter, pile argument on argument, add selling point to selling point, in constant, searching endeavor to win the prospect over by means of agreeable, tactful, and well-timed persistency. And again, just as the angler changes his bait when the fish cease to bite, so should the correspondent change his appeal when orders fail to materialize in sufficient numbers. Objections to buying must be anticipated and answered as the follow-up campaign progresses. If an important sales argument is to be repeated and so stressed in a number of letters, the writer should, if possible, present it each time from a fresh viewpoint, using different words and phrases in each letter, and so make each appeal a message interesting, independent, and complete in itself. Just as the successful salesman is always particular to keep some effective talking point in reserve in order to be able to stage an effective “come-back,” should serious objections be raised to his offer, so should the letter writer, instead of using up his best

selling points in the first few letters of the series, withhold some strong arguments for his later appeals, which, it must not be forgotten, follow up *unsuccessful* previous letters.

Many business men who employ follow-up sales letters, frequently find it profitable even to vary the illustrations on the letter-sheet from one appeal to the other. Thus, in a campaign made to interest people in a special type of motor-car, each member of the series, while having the same general letter-head, bore in the lower left-hand corner of the sheet a striking illustration of the automobile in use. The motor-car was, of course, the same in each illustration, but the figures as well as their surroundings varied attractively in kind and color with each successive letter. Another means of injecting variety into the mechanical make-up of a series of letters is to give the reader the impression that more than one individual of the writer's firm was interested in him and his particular needs. As the series progresses, the prospect receives a letter written on note-size paper, and signed by the president, vice-president, or some other high official of the firm. A manufacturer of flour mills applies this principle of variety effectively in a series of six letters by having the first three letters signed by the sales manager, the fourth by the chief engineer, the fifth by the manager of the service department, and the last letter, again, by the sales manager. Often such variation leads the recipient to attach more importance to the letter for reasons just stated, and so to read and consider its contents more carefully.

The Importance of Strong Beginnings in Follow-Up Letters

First paragraphs in follow-up letters should have the same attention-catching and interest-gripping qualities which distinguish effective openings of single sales letters. For a complete discussion and review of these principles see Chapter X.

The respect in which the first part of a follow-up letter MAY differ from that of the ordinary sales letter is that it MAY refer to a preceding letter. Some writers deem such reference advisable in order to remind the reader of selling features of the goods already described and dwelt upon, and to establish a more intimate contact by linking the past to the present appeal. Needless to say, this form of beginning lacks one of the most important and most vitalizing attributes of strong first sentences—originality. However, if it has been decided to call the reader's attention to previous writings

on the same subject, such reference should be made in a fresh, tactful, and positive way. The following examples will illustrate:

Dear Sir:

It is now some time since you contemplated the possibilities of increasing your power as a writer of business letters by taking the course in Modern Business Letter Writing.

Dear Sir:

ONLY A FEW DAYS MORE!

Within these few days you can still enroll for the Complete Self-Improvement Course in English at our special tuition fee of \$25, on terms of only \$5 a month. The regular price of \$35 goes into effect in just a few days.

Dear Madam:

Perhaps the fact that we have no dealer in your locality has caused you to hesitate about ordering a Silver Washing Machine.

Dear Sir:

In our last letter we called attention to the importance of surrounding your checks with every safeguard against forgery or alteration.

Negative reference to preceding letters, such as used in the illustrations given below, has no attention or sales value whatever. In most instances, it is, in fact, an admission of the writer's inability to produce effective sales appeals. It should be avoided always. This is true likewise of statements casting discourteous reflection on the reader for not replying to previous communications. These are likely to antagonize, and so to nullify completely any further effort on the seller's part to approach the prospect with any degree of success.

Dear Madam:

You haven't answered our recent letter. You haven't sent for the new Master System of Play Writing. Your name is not enrolled in our Department of Personal Help. Naturally, we wonder why, knowing as we do, that you are so deeply interested in writing!

Dear Sir:

Did you receive our letter and booklet about our Gloves? I haven't

heard from you, and I've been wondering if there could have been a slip-up in our organization, so that you failed to receive the booklet.

Dear Sir:

Our Mr. Blumberg advises me that he has written you *three* letters about our Guaranty Elevators, but you fail to reply. We can't understand why you don't take advantage of the opportunity to learn just what a Guaranty Elevator will do for you.

In following up solicited sales letters, reference to the inquiry is, of course, justifiable, though it can hardly be said to have as much effect in overcoming passive indifference and in securing interested attention as an original, ingenious opening sentence. Since the reader is under no obligation whatever to answer, however much initial interest in the seller's merchandise his inquiry may have disclosed, the writer should carefully refrain from complaining, or from affecting an attitude of having been wronged by the other person's apparent lapse of interest and his continued silence.

Positive Reference to the Inquiry

Dear Sir:

A business man who, like yourself, had inquired about our Course, in a letter to me the other day made the following statement: "I appreciate that a knowledge of law is just what the business man needs—just what will make him a real executive, but I couldn't possibly devote three years to it. All I want is the law applicable to my business and I want to get it quickly."

Dear Sir:

You appreciate the value of specialized education, else you would not have asked about our course in Modern Business Efficiency. But do you realize the loss sustained by putting off a matter so essential to your future success?

Dear Sir:

Some time ago you asked us to send you certain information concerning S & G Bonds. We were glad to render this service, however slight it may have been.

Negative and Weak Reference to the Inquiry

Dear Sir:

We are disappointed that you seem to have decided not to take up the

study of Rem Shorthand, and we feel that we cannot dismiss your inquiry from our attention until we learn why we have been unable to interest you. We therefore ask that you answer the questions listed below.

Dear Madam:

When you asked about our Cascade Washer, I wrote you at once and mailed you one of our books. I have since written you another letter. In checking over inquiries today, I was very much surprised to find that we had not received a request to ship one of our Cascade Washers to you.

Dear Sir:

Some time ago you made inquiry about learning Photography. I sent you a booklet with two inclosed letters, and still I have not heard from you.

Reference to Printed Sales Literature

Printed matter in the form of catalogues, booklets, folders, etc., is used in conjunction with most sales campaigns. Its purpose is to supplement and intensify the appeal made in the letter by giving descriptive details and vivid illustrations of all possible selling features of the merchandise. It is seldom possible to give all essential data about the goods in a series of letters without making them unduly long. The aim of each letter is mainly to emphasize their outstanding selling qualities and to produce buying action. Where printed matter precedes or accompanies the follow-up letter, it should be called to the recipient's attention in a manner both definite and impressive so as to arouse his curiosity and to prompt him to read it. In all cases where a thorough understanding of the contents of the booklet or folder is not merely desirable, but really essential to a warm appreciation of the seller's offer, the writer should devote not merely a sentence or two, but a number of paragraphs, yes, in some cases, even the greater part of a letter, to specific, interest-awakening statements about the contents of such printed sales literature. Observe how this is done in the follow-up letter printed below, which was the third in a series of six.

Dear Sir:

If two good men tell you the same story you can afford to believe it. If 500 good men put the same story down in black and white and sign their names to it, you know it is so.

That is what 500 good men have done in the letters printed in the booklet, **PROOF**, which we are sending you today.

These letters are from every part of the country. They are from men who own and operate the WONDER-O-MILL. Each one gives his own experience. They all tell the same story of success and satisfaction—of profits that are not heard of in any other business.

That is just what the mill does—it makes more money, twice over, than you can get out of the same investment in any other line, makes it easier and quicker.

You will notice in "Proof" that many of these men tell about having to increase their milling capacity. First and last, more than 400 have had to do this. More than 200 have had to do it in the past twelve months, have had to double or treble or quadruple their capacity.

This is the best possible evidence of the success, of the money-making power of the mill. When a man buys a thing once, he may be fooled. If he goes back and buys again, you know he is satisfied. Every A & K Mill owner is satisfied.

Notice on pages 27 and 28 of the book that many of the letters are from men who formerly owned and operated other mills. They threw them out and put in A & K Mills. They tell you now that they make better flour, get a larger yield, and operate at much less expense. That means that they are making a great deal more money.

The mills that have been displaced—more than 600 of them—were good mills of their kind. They cost a lot of money. You may be sure that their owners would not have set them aside—thrown their money away to spend more—if it had not been very clear that the A & K Mill is the best mill in the world. It surely is, and the action of these experienced men proves it.

The mill will do for you just what these men tell you it has done for them. You may not have had any milling experience. Most of these men were just like you. They have been successful just the same. Good common sense, with the help of our Service Department, and the desire to succeed carried them safely through. It will do the same for you.

Let us send a representative to confer with you regarding your location and the equipment of your mill. He will give you the conscientious service of an expert without placing you under any obligation. When will it suit you to see him? Reply on the inclosed card.

Yours very truly,

Moreover, reference to printed matter should be made as easy as possible for the reader. Thus, he should be furnished with the exact number of the page on which he will find illustrated the kind of cedar chest or incubator he asked about, or the title of the chapter the perusal of which will answer in detail and to his satisfaction a question he raised in his inquiry. Inclosures, and printed matter in general, are sent for but one main purpose—to be read and so to

help in stimulating an attitude favorable to buying action. Commonplace, vague, or general statements made concerning such sales literature will, in most cases, fail to do this, and unless the prospect is actually in need of the seller's wares, he will throw away the booklet or circular unread. Vigorous, precise and detailed references, on the other hand, impress the reader by their very directness with the apparent value and importance of the printed information mailed him, and will in that way frequently secure for it a reading.

It should also be remembered that on the day on which a person asks for information regarding an article of which he has just read in an advertisement, and which he probably intends to purchase at an opportune moment, his desire to know more about it is (unless he is merely curious) in all probability, at its highest point. If the data could be supplied him on that very day, probably nothing more than a simple suggestion would be required to induce him to read an illustrated booklet or folder. As a matter of fact, however, often a week or even more time goes by before the information requested gets into his hands. In the meantime, other matters occupy his attention and crowd thoughts concerning the inquiry into the distant background of his mind. His interest, in other words, may wane to such an extent that he may not spend much time examining the sales literature, unless his need or desire for the goods is pressing, or unless the pleasure and benefit likely to be had from such reading is suggested to him in the letter definitely and vividly.

Definite Reference to Contents of Printed Matter

Dear Sir:

We are quite sure that there's a Moline Heater made that will suit you exactly. They are all pictured and described on pages 24 to 30 of the catalogue we sent you.

Two of our best values are the Marvel and the Maximo Heaters, pages 46 and 47. They burn hard or soft coal or wood, and may be had with or without the hot blast attachment. Then there's the Carbon Heater for soft coal on page 55.

Dear Sir:

You will find the "The Secret of Successful Story Writing" intensely interesting. On pages eighteen and nineteen is a detailed outline of our Service. Please read these pages carefully in order that you may gain an adequate appreciation of the completeness of the instruction and the broad scope of our Service.

Dear Madam:

On page six of the catalogue you will find a "Lesson in Rem." After studying it for a short time, you will see how simple, legible, rapid, and thorough the System is.

Vague and General Reference to Printed Matter

Dear Sir:

We trust the circular matter recently sent you describing the Perfection Engine has proved interesting and hope it will give you the necessary information to enable you to select an engine that will serve you the best.

The Length of the Follow-Up

There is no fixed number of letters which might be taken as the standard. This means that the number of units in a series must be suited to the conditions surrounding the individual appeal; these are seldom, if ever, exactly alike, not even in the case of articles of the same kind. Among the important factors which are likely to affect the length of the follow-up, careful consideration should always be given to these: the general nature of the goods; their price; the margin of profit; the amount of time and information needed to educate the potential buyer in the subject; the type of prospect appealed to.

Thus, a correspondence school selling a course in shorthand makes use of a series of only three one-page letters. It obtains names of prospects from inquiries received in answer to magazine advertisements. The service which this institution, whose scope and activities are rather limited, renders by mail costs its students the sum of fifteen dollars. The margin of profit on this course is fair. Little, if any, education is needed on the subject of shorthand, the value of which is now universally recognized. Another correspondence school, selling instruction in business letter writing, employs a series of seven, two-page follow-up letters. It also secures names of prospects by means of magazine advertisements. The margin of profit on this course, which sells for about one hundred and fifty dollars, is quite large. The prospects need little education in the value of the training given by this school. Moreover, in this case the seller as well as his service are well and favorably known. Again, the number of letters employed to dispose of a certain, inexpensive book was only three, while as many as ten, two and three-

page letters were sent out to induce persons to buy a costly set of a well-known history of the world.

Where much preliminary education is required, the series is correspondingly longer. For instance, most people will hesitate a long while before entrusting their savings to an unknown bank in a distant city and state for deposit. It is clear therefore that before the prospect's account can be secured, his confidence in the bank and its officers must be won. Moreover, he must be shown the distinct advantage of doing his banking by mail. This requires much time and long, patient effort. It is not surprising therefore to find a "correspondence bank" in its effort to swell its deposits by mail using a series of ten letters.

In cases where the reason-why appeal is used, and where the prospect is likely to act on the seller's offer only after thorough investigation, the series, is, as a rule, fairly long. A financial institution employs six one-page units in its follow-up effort to dispose of high grade bonds. A manufacturer of ready-made houses selling direct by mail uses five one-page letters.

The type of prospect to which the appeal is to be made may also affect the number of members to be used in a given series. On the whole, one is justified in sending more messages to a farmer than to a business man, because the former is likely to want much more time in which to come to a decision than the latter. To dispose of a certain duplicating machine to business men, a series of four, crisp one-page letters is found very effective, while a manufacturer of separators selling direct to the consumer makes use of six two-page letters in his endeavor to close sales with farmers.

Only after a thorough study and a searching analysis of all the important conditions surrounding the sale of a given product have been made, can the number of links which a chain of written sales talks should have be determined with any degree of accuracy. What the ultimate number should be, and what number is likely to be the most productive and profitable, can be decided only by means of practical tests.

The Time Element in Follow-Up Campaigns

1. *Time Between Letters.*—Generally speaking, there should be sufficient time between the mailing of the various members of a series of letters to give the recipient ample opportunity to reply, and to avoid the possibility of his answer crossing the next follow-

up unit in the mails. First of all, the distance between the writer and the reader must be thought of. If, for instance, a seller in New York has prospects, say, in Iowa and in California to whom the same follow-up letters are to be sent, then it is quite apparent that those living in California must be given on an average of at least six days more in which to reply because of their living at a greater distance from the seller.

Where the element of time itself constitutes an important inducement to buy, the interval between letters should, of course, be short. For example, a manufacturer of ready-made houses appealed to the bargain instinct of his prospects by offering them just two hundred houses at a cash discount of ten per cent. Letter two in this particular series urges prompt buying because "102 of these 200 houses have already been disposed of," while letter three proudly announces the fact that there are "Only 31 Houses Left!" In this series, the reader is given just enough time between letters to act promptly.

In general, it may be said that when the short circuit (emotional) appeal is used, briefer intervals of time should be left between the units of the series than when the written sales efforts are based on the long circuit (reason-why) appeal, on which the prospect is likely to act only after much and long consideration. And furthermore, where each letter must perform much educational work because of the reader's unfamiliarity with the seller's goods or service, it is best to allow for more time between the members of the series, in some cases as many as ten and fifteen days. Lastly, the amount of time in which the prospect ordinarily reaches a decision must also be taken into thought. Thus, it is well-known that the business man does not use as much time in which to come to a decision as does the farmer. Follow-up letters to business men, therefore, should be mailed at shorter intervals of time than those to the men of the soil.

2. *Timing the Arrival of Letters.*—The mailing of a sales or follow-up letter should be so regulated that the person written to will receive the message at a time of the year, part of the month, day of the week, or hour of the day, at which he is not only most likely to be free to give it undivided attention, but also at a time when he is likely to be in need of the seller's merchandise, and so in a receptive mood for his offer. The following examples will illustrate:

The time of the year: A large city business college has found that its sales and follow-up letters sent to grammar school pupils bring exceptionally good returns if they arrive not after graduation, but at least two or three months before graduation when the prospect is likely to be busy planning his future career.

The part of the month: The owner of a new city garage cashed in on the fact that his neighboring competitor's charges for monthly rental and storage were high, by sending two letters each month to all motor-car owners in the district. The first letter was mailed about two days before the end of the month, while the second was sent out about a week later, after the prospects had received their monthly bills from the competitor. Both messages arrived at a time when their recipients were most likely to consider a change of garage service.

The day of the week: A road-house innkeeper times his sales letters to reach the homes of his prospects on Saturday morning. They not only announce the menu for the evening and for Sunday, but they also give road directions, and telephone numbers for making reservations. The letters are mailed only when weather conditions are favorable for a pleasure trip on Saturday afternoon or on Sunday.

The hour of the day: An enterprising dairy owner selling his supplies in a fashionable district of the city where rather late breakfasts are in vogue makes use of follow-up letters to market his rich, pure country milk. He mails his letters in the afternoon so that they will be received during breakfast time the next morning, when his prospects are most likely to use and so to think of milk.

Sales letters to business men should be mailed to arrive on either Wednesday or Thursday of the week (provided these days neither precede nor follow a holiday, or the first or last day of the month) on which days they are likely to receive more consideration for the reason that routine work is light. On the other hand, letters to farmers should be mailed so as to get into their hands on Saturday or, if possible, on the day preceding a holiday, because they are likely to be given a thorough, leisurely reading on Sunday or on a holiday.

Classes of Follow-Up Systems

Systems of follow-up letters may be divided into three groups:

1. *The Campaign Follow-Up*.—This makes use of a definitely

established, predetermined number of letters for a certain length of time with the view of attaining a definite end. The time element is the characteristic factor of this system, each unit of which follows in logical order, adding weight, information, and arguments to its predecessors, and so leading to a climax—to action. The individual letter in this chain-appeal is not a complete sales letter in that it is intended to perform the four functions of the sale. Frequently the greater part of a letter is given over to the performance of but one function, such as awakening desire or urging prompt action. This is especially true of the last letter of the series, which, since it represents the writer's final effort toward inducing the prospect to send for his goods or for his representative, should be the strongest and best appeal.

Illustrations of Campaign Follow-Up Letters

The purpose of this series is to sell high-grade bonds.

1. Dear Sir:

We are glad of this opportunity to furnish you with full information about this investment and have enclosed our booklet describing Gilt-edge Bonds.

Before reading this booklet, let us call your attention to the individuals who direct this institution. After glancing at the names on this letter-head, you will surely join us in saying that these men are secure in their reputations as excellent judges of property values in New York City and in being most conservative.

Let us call your attention, also, to the Guarantee on Gilt-edge Bonds. This Guarantee means that every dollar you invest in them is secured by 1.—a first mortgage on a high type of property, and 2.—a first mortgage on the entire resources of this institution.

In designing Gilt-edge Bonds our aim was to add safeguard to safeguard. The result naturally is a Guaranteed investment which is as safe as the ground you walk on. Gilt-edge Bonds provide as high a yield as is consistent with the high quality of the security.

For your convenience and so that you may not lose even a day's interest on the funds you have to invest, we have enclosed an order blank. Simply fill it out and return it to us. We will then bill you for the amount of the bond, plus accrued interest.

If your funds are not available at present, make this blank out for a reservation so that we may hold the bonds for you until you are ready to make the investment. This reservation is without obligation on your part and helps us to give you better service.

Yours very truly,

We pay the 4% Normal Federal Income Tax.

2. Dear Sir:

Since writing you about the importance of owning First-Mortgage securities and especially the desirability of Gilt-edge-Bonds, it has occurred to us that the following summary will aid you to understand clearly why these bonds are the choice of conservative investors who insist on absolute safety:

1. Gilt-edge-Bonds are secured by First Mortgages on selected income-producing properties in New York.

2. These mortgages are selected by lifetime experts on New York real estate.

3. The First Mortgages which secure Gilt-edge-Bonds are on completed structures only.

4. We loan most conservatively and so have large margins of safety on each mortgage.

5. The loans are paid off serially so that this margin of safety increases constantly, and we demand that the borrower pay in advance each month one-twelfth of his yearly interest and principal charges.

6. Gilt-edge-Bonds are issued in maturities of from two to ten years, and in denominations of \$1,000, \$500, and \$100.

7. We Guarantee with every dollar of our resources every dollar of your resources that you invest in Gilt-edge-Bonds.

These bonds will provide a strong foundation for your future income. It is better to invest in Gilt-edge-Bonds where you have a Guarantee that every dollar you invest will be returned to you at its full value, than in a fluctuating security which is not Guaranteed and where there is even a small possibility of loss.

Your money starts drawing 6% interest the day we receive your remittance. An order blank is inclosed for your convenience and we urge the immediate forwarding of your instructions.

Very truly yours,

We pay the 4% Normal Federal Income Tax.

3. Dear Sir:

The inclosed reprint—from a recent issue of the *New York Times*—will no doubt interest you.

This recommendation of Gilt-edge-Bonds by a well-known and impartial financial authority should justify your confidence in these Bonds.

Their strongest appeal is safety. It begins when the loan is first made; it continues until maturity, due to the thorough safeguards with which this security is surrounded. Our unqualified

Guarantee is the final and absolute assurance that you will suffer no loss.

Regardless of the amount you have to invest—as low as \$100., as high as you want to go—you can purchase Gilt-edge-Bonds to meet your requirements. Why not begin today to get the attractive return of 6% on your funds with assurance of absolute safety?

The order blank inclosed will facilitate the forwarding of your instructions.

Very truly yours,

4. Dear Sir:

We trust that you have been giving careful consideration to Gilt-edge-Bonds as an investment for your funds. These bonds meet with the approval of conservative investors who insist on absolute safety and a satisfying interest yield. The following points will indicate to you the desirability and attractiveness of this investment:

1. *Absolute safety.* The mortgages securing Gilt-edge-Bonds are made on a conservative basis. The already ample margin of safety is constantly increased due to the steady reduction of the loan. Our Guarantee is the final and absolute assurance that, as a Gilt-edge-Bondholder, you will suffer no loss.

2. *No Fluctuation.* These bonds are not affected by periods of financial depression or other economic factors. They are sold at par and are Guaranteed at par.

3. *Convenience.* Gilt-edge-Bonds combine great convenience because they are available in maturities of from two to ten years and can be purchased in denominations of \$1,000, \$500 and \$100. They likewise have all the convenience of other coupon bonds.

4. *Satisfying Income.* Gilt-edge-Bonds yield the attractive return of 6%, and we pay the 4% Federal Income Tax. This interest yield is considered the highest obtainable consistent with maximum safety.

Our conservative methods, the personnel of our Board of Directors, and the evidence of our faith in Gilt-edge-Bonds as shown by our unqualified Guarantee, should justify your confidence in this investment.

We will accept your order for either present or later delivery. We hope for your early consideration and urge the immediate forwarding of your instructions in the self-addressed envelope which we have inclosed for your convenience.

Very truly yours,

We pay the 4% Normal Income Tax.

5. Dear Sir:

Will you do us a favor? It will take only a minute of your

time and we have inclosed an addressed envelope anticipating the courtesy of a reply.

We have written you several letters and mailed you literature telling you in detail about Gilt-edge-Bonds, giving you sound reasons why you should investigate these securities. But we have not had the pleasure of hearing from you.

Our records show that since writing you we have made many new clients by telling them the same things in the same way we have told them to you, and we are certain it is only a question of time before we shall have the pleasure of serving you.

The favor we ask is this: Will you kindly use the inclosed stamped envelope and tell us just why we have failed to interest you in the purchase of Gilt-edge-Bonds up to this time? If we have been negligent in any way, please tell us frankly.

Very truly yours,

Do not bother to write a long letter. Just make a notation on the back of this sheet and return it in the envelope.

The letters given below are part of a series which is used to educate the prospect to the use and to the value of the motor truck, and to prepare him for the call of the seller's representative.

Letter 1 of the series.

Dear Sir:

Have you ever run across a man who has the idea that Utility trucks are high priced? I did the other day. He didn't know just what the price was; hadn't taken the trouble to find out, because he "knew" beforehand that it was out of sight.

He was amazed when I showed him that Utility trucks cost no more than any other good truck; in fact, that they cost less than some when equipment, which is standard with Utility, is added. Of course, the well-informed truck buyer realizes all this.

You, for instance, are undoubtedly aware that the factory price of the two-ton Utility truck is \$4000, the 3½-ton, \$4800; the five-ton, \$5950.

But there are many who have the false impression that a superlative truck must command a superlative price. They admit a Utility is cheapest in the long run, because it does more work for less money over a longer period of time, but their notion as to the first cost makes them hesitate. Now, why have they this idea?

Isn't it because from the first the Utility policy has been to consider quality first and let the price take care of itself? Have we made the mistake of stressing quality too much in talking of Utility trucks and forgetting that we likewise have a price appeal? What is your judgment? We should be glad to know.

Yours very truly,

Letter 4 of the series.

Dear Sir:

Who was it that originated the expression: "It isn't the first cost: it's the upkeep?" Do you know? I don't either.

But in most cases—so far as trucks are concerned—it has proved to be true.

In designing Utility trucks, our engineers had this in mind. How well they have succeeded in making Utility trucks exceptions to the rule is proved by the actual performance of the trucks.

Why?

You know that Utility trucks are quality trucks. Freedom from mechanical troubles therefore is an inherent trait. But there's another reason.

Did you know that in designing Utility trucks, the company's engineers have made them the most accessible trucks in the world? It's true. Where hours are wasted in removing a unit from some trucks, only minutes are required to do the trick with Utility. It is these wasted hours that run repair bills into large sums. It works out the same with every part from the radiator to the tail lamp. That's one reason why Utility trucks, which cost no more in the first place than any other good truck, cost less to maintain.

We can show you other reasons.

A 'phone call will bring our representative—Tabor 88. Why not call this number right now?

Very truly yours,

2. *The Wear-Out Follow-Up.*—This continues to send out letters to potential buyers as long as the returns make it profitable, until the list of names is "worn-out." Each member of the series presents the seller's offer from a new angle or repeats the same appeal in different words. Each letter, moreover, is complete in itself in that it is designed to take every step in the selling process from winning favorable attention right through to getting immediate action. Given a list of prospects, the seller by continuous, persistent effort seeks to turn as many of these as possible into buyers of his merchandise.

The following eight letters constitute a series of wear-out follow-up's. Note that each letter is complete in itself, and that no unit of the series makes reference to preceding units. Moreover, there is repetition in these letters of outstanding selling points.

1. Dear Sir:

If you crank you're a crank.

For it means one of two things—either you haven't a self starter or your car is equipped with the wrong battery.

The answer to both of these is the Universal Storage Battery—the dependable, always-on-the-job battery for starting, lighting and igniting.

And here is why.

It is built to stand hard service—strong in construction, strong in power, and strong in giving satisfaction.

But, most important of all, is its absolute freedom from ruinous sulphation—the big cause of early battery failure.

When you need a new storage battery you need a Universal, because you can forget all worries about its service. You can bet your bottom dollar that *this* battery will make good its definite year-and-a-half guarantee of satisfaction.

If your present battery is troubling you, drop in; let us tell you what the trouble is. As the Authorized Universal Service Station for this district, we are competent and equipped to make repairs and do recharging of all makes of storage batteries.

A good service at a just price. Use it. Bring your battery to us today for inspection. We may save you trouble, time, and money later on.

Universally yours,

2. Dear Sir:

You never consider your sole till you step on a tack.

Then you concentrate thought on it, and it does you a lot of good—doesn't it?

Just so with Storage Batteries. If you exercise gray matter *when you buy one* instead of waiting until the blamed thing dies on you—you save a lot of misplaced mental energy.

That's why you ought to know about the Universal Storage Battery. One and a half years of guaranteed freedom from worry go with every one sold.

This iron-bound guarantee is not just a "make-good" offer of ours or of the manufacturers. It's more than that.

It's the evidence of the faith of Universal in its battery based on its remarkable formula and manufacturing methods—and backed by knowledge that the Universal Storage Battery will stand up under the test.

When your present battery shows signs of weakness, when you

need more pep for your car—come to us. Let us tell you why Universal is your best bet for good starting, lighting and igniting.

We're ready to give you the best of service—real service—in the care and repair of your present battery, whatever its make.

Universally yours,

3. Dear Sir:

Never start anything you can't finish.

This "coming in like a lion, going out as mutton" thing is being overdone.

It's sticktoitiveness that wins out in the long run.

And that's why the Universal Storage Battery is the one for you to use. It doesn't lose pep; it doesn't lie down on the slightest provocation as is the case with some batteries.

Why?

Because the one great disease of storage batteries—ruinous sulphation—is eliminated from *this* battery.

Pep guaranteed for one and half years—that's what you get with this battery. This means plenty of power for a quick start and plenty of juice to keep your lights bright.

Come in today and let us show you why. And we can help you keep your present battery in fighting trim too—whatever its make.

Universally yours,

4. Dear Sir:

A weak heart kept many a willing patriot in civies during the Great War.

All the will in the world isn't of much use when the flesh is weak.

And that's very true of cars—your car included. For the Storage Battery is the heart of any car and it must be ready as well as willing when you want it.

The Universal Storage Battery is just that type.

For one big reason—it is free from the bane of all other storage batteries—ruinous sulphation—the cause of 90% of battery troubles.

The makers have a formula for making the paste which goes into the battery plates which prevents this damaging sulphation from occurring.

To back up their faith, they give a definite, written guarantee of a year and a half of good service.

And to make assurance doubly sure we have been appointed the Authorized Universal Service Station for your district. Our job is to see that you get the utmost out of your storage battery.

Whatever make you use now, let us help you keep it in its best condition. Stop at our door today for inspection and test.

Universally yours,

5. Dear Sir:

Have you the Great American Habit?

Do you wait until after the wreck to start an investigation?

Or do you believe, with us, that a nickel's worth of foresight has a carload of Investigation Committees lashed to the mast for results?

We're in the foresight business—It's our job to keep your storage battery in fighting trim, to keep it everlastingly peppy.

We'll repair it, of course, but we'd a whole lot rather *keep it from needing repairs*.

As an Authorized Universal Service Station, we are equipped to give you expert service on your storage battery, whatever its make.

We can catch the little troubles before they get to be big if—

If you'll stop here for just a few minutes every two weeks and let us give your battery the once over and keep it filled with distilled water.

Of course, if the wreck has happened to you—if your battery is dead—we have the right one to replace it—a Universal; one for every car.

Universally yours,

6. Dear Sir:

Being 100% efficient is important—

Keeping that way is very much more important.

Being everlastingly on the job is what brings results. You have to *keep* fit.

And what is true of you is true of your storage battery. Give it a chance to give you 100% service. Keep it at top notch efficiency.

That's our job. We've put in a lot of work and thought on the subject of batteries and our experience is at your service.

Don't wait for trouble—let us look over your storage battery, no matter what make, at regular intervals. Get the Universal Inspection habit—it will save you a lot of money and more trouble.

Once in two weeks in summer and once a month in winter your battery needs distilled water. Let us fill it for you and look into its "innards."

Quite likely we can put off for you the day when you'll need a new battery.

When *that* time comes, of course you'll want a

Universal Storage Battery, with its year-and-a-half guarantee of freedom from trouble.

Universally yours,

7. Dear Sir:

Let's suppose you're sick.

Not indisposed, but honest-to-goodness *sick*!

You don't waste much time pondering over which one of your organs is out of kilter, do you? Not much! You grab the telephone instantly and let the Doctor worry over Latin names and chemical reactions.

Just so when your car loses pep. When your storage battery has indigestion—it's mighty interesting to be told about sulphation and short circuits and what-not, but the only thing *you're after*, is to have it work.

Then's when we are a friend in need. We won't perplex you with technicalities. We'll find that battery's pulse and doctor its innards and when we're finished with it, it will function and function *right*.

For we, an Authorized Universal Service Station, are battery doctors, and we can give you a heap of good advice on the care and feeding of batteries for good measure.

Bring your ailing storage battery to us no matter what make it is and we'll do our best for you.

Universally yours,

8. Dear Sir:

Chinese knowledge doesn't end in the laundry.

As a nation, they've forgotten more than we know.

The Chinese medico, for instance, is paid so long as he keeps his patients well. When one of them falls ill, he is out of luck and out of pocket.

Now that's just common sense, isn't it?

Our job is keeping your storage battery well.

Let us inspect your battery (no matter what make it happens to be) at regular intervals. That's only part of the service we are glad to render you

The rest of the battery service we render is helping you pick the best battery for your car when you need a new one.

And that battery is the Universal—the storage battery that's immune from 90% of the troubles that cause batteries to die young.

Its construction guarantees you long battery life, everlasting pep, sure starts and honest-to-goodness satisfaction.

With every Universal goes the most liberal guarantee you could ask.

Come in today. Let us show you this guarantee and let us give your present battery (whatever make) a little help.

Universally yours,

3. *The Continuous Follow-Up.*—This enables a business firm to keep in constant touch with its prospects and customers by means of letters sent at more or less irregular intervals month after month, and year after year. The purpose of these letters is usually to bring to the reader's attention at opportune times the firm's goods or service. Because of its nature, the continuous follow-up may be used to good advantage in any honest business. A small town photographer clips from his local newspaper birth and marriage notices regularly. The names so obtained are then placed on a mailing list and followed up, sometimes for periods as long as twenty and thirty years. For example, shortly before a child reaches the age of one, its parents will receive a letter from the photographer urging them to have the youngster photographed. This follow-up is continued more or less regularly later throughout the school career of the child. Additional letters are sent before graduation time and at other eventful periods of the child's life. Newly married people are followed up for years in similar manner. A week or so preceding their wedding anniversary or other special occasions, they will receive letters suggesting their keeping a permanent record of these memorable days by means of photographs. A high-grade delicatessen store furnishes its customers and friends with information relative to seasonable and special offerings by means of this follow-up throughout the year. When mailing dividend checks, a gas and electric company calls its stockholders' attention to its service. A banker sends a personal message to every new depositor, emphasizing the service he is willing and prepared to render, and urging its recipient to use it freely. Again, at Christmas time he will write every person having an account in his bank a personal note of good will and appreciation. The salesman who is unable to call as often on his customers as he should like to, keeps in touch with them by means of letters. It will be seen from these few illustrations that the uses to which the continuous follow-up may be put are varied, and

that the possibilities of the continuous follow-up, so far as the building up of good will and of business in general is concerned, are well nigh unlimited.

Illustrations of Letters of the Continuous Follow-Up System.

1.

The letter given below is sent to customers and prospects for the purpose of soliciting advertising.

Dear Sir:

Next November and December, thousands of well-to-do women will make their way down town through the crowds to their favorite department store. At the dress pattern counter, or at a news stand, those thousands of shoppers will pay over thirty-five cents apiece. In exchange, each woman will carry home with her the FASHION PATTERN QUARTERLY for Winter, illustrating the newest Fashion Patterns for frocks, suits, coats, negligées, lingerie, and children's wear.

Why do these women want to pay thirty-five cents for this book?

Not for fiction

it hasn't a line of fiction!

Not for verse

it hasn't a stanza of verse!

Not for special articles

it hasn't a paragraph of them!

Not for society

it doesn't touch society at all!

There is one motive only:

SHOPPING SUGGESTIONS!

From out its pages forthwith, these women will each select at least one gown. Furthermore, FROM THIS VERY SAME BOOK AT THE VERY TIME, every one of those suggestion-seeking buyers will get all the ideas and most of the materials necessary to build that costume from the very beginning to the very end.

Silks, satins, woollens, needles, threads, bindings, lining, trimmings, shoes, stockings, corsets, hats, ornaments, and the thousand and one objects that go to fit out a woman.

Are you going to be there with YOUR suggestion, YOUR idea, YOUR word about YOUR goods? Are you going to say to that woman,

"Use my snap fasteners!" "My bindings!" "My lining!" "My ribbons!" "My corset!"

Here's our rate card. The forms for that Winter Number close October 20. Catch your customer in the very act of shopping—Now!

Very truly yours,

2.

This letter is used by a manufacturer to announce the opening of a new factory branch to his dealers:

Gentlemen:

AT YOUR SERVICE

The new Portland Factory Branch of the Fuleolm Corporation is open for business at Lincoln and West Streets. This letter introduces Mr. H. L. Conlee, Branch Manager, now on the job and desirous of meeting you. Call him up—Hayfield 4892—or better still, drop in and get acquainted.

All our plans have been formulated; the details are developing rapidly, and shortly a cherished ideal is to materialize—a new, universal service in commercial body distribution. Service and rapid transportation are parallels of the truck industry. The demand for service sells the truck to your prospect and this same service likewise determines where you place your body business.

An announcement of vital importance to you and your business is to follow. You will be enthusiastic over what we have to say, so be on the look-out—it's coming soon.

Yours very truly,

3.

The manager of agencies of a life insurance company writes his field men whenever he has a message of importance for them:

To Fidelity Field Men:

It feels good to get back to work. After a few weeks' vacation on Lake George, I am at my desk once more, bringing myself up to date on the progress of the business. It pleases me to learn that Mr. Miller made an appeal to you on July 20 to spring a surprise on me by sending our July figures ahead of the July total last year.

I am sure you will be glad to know that this result was accomplished. If the appeal in my name had any part in bringing this about, I am more than glad, and to any agents who extended themselves on this account I freely express my joy and appreciation.

But, while I am greatly pleased, I am not at all surprised that we are ahead of last July. The first six months our production figures had to stand in comparison with the most productive period in all life insurance history. But those of us who have been studying the trend of business had a confidence that our current production would catch up at mid-year and that a properly organized effort the latter half of the year would make up the shortage of the first six months. It was upon these calculations

we ventured to ask, as our 1922 ambition, a total paid business equal to that of last year.

Having crossed the line in July, the job immediately before us is to repeat the performance in August, and from now until the end of the year make it our business to keep the production line in the ascending curve.

On every hand there are evidences of improved conditions, in the steel industry, in the building trades, in railroad earnings and generally the business world is in better tone. This, too, is as we had expected, and as the tide is turning, it is clearly the job of every Fidelity man to encourage the forward movement and hasten the better days by preaching optimism on every hand and tackling the day's work as though he really expected big results.

Let's see what we can do with this month of August!

Yours in perfect confidence,

Analysis of a Series of Follow-Up Letters

To observe and study the application in detail of "varied appeal" to a number of related sales follow-up letters, let us consider at some length a series of six such letters. The purpose of the series is to follow up for a definite period of time (a month or more, depending on the time required to carry the writer's messages) inquiries received in answer to magazine advertisements, with the view of getting the inquirer to purchase a flour mill through the firm's special representative.

All letters in this follow-up campaign were prepared in advance and in accordance with a well-defined plan. They are mimeographed on attractive letter-heads of substantial bond paper, and have the date and the inside address filled in so accurately that the fill-in is noticeable only to the experienced eye of the letter writer. Pen-written signatures add to the personal appearance of these letters, which, by the way, are all sent by first-class mail.

Sales literature in the form of three very attractively printed and illustrated booklets, "The Success of the WONDER-O," "Proof," and "Your Success is Our Success," is sent under another cover with letters one, two, and three respectively.

SUMMARY OF SELLING POINTS OF THE WONDER-O MILL

Chief Selling Point:

The WONDER-O Mill will establish any one in an honest, permanent, and highly profitable business.

Other Strong Selling Points:

1. The operation of the WONDER-O Mill is more profitable than that of other mills, because the WONDER-O is a one-unit mill of almost perfect mechanical construction, because it occupies less space, and because it produces better flour at less cost.

2. The amount of money invested in a WONDER-O Mill, the price of which is reasonable, will bring greater and quicker financial returns than the same amount invested in any other way.

3. The WONDER-O Mill is mechanically so simple that any one can quickly learn to operate it successfully.

Special Selling Points:

1. Our nationally advertised brand name WONDER-O may be used free of charge by the purchaser of the mill in marketing his flour.

2. Our Milling Advisory Department helps every WONDER-O purchaser to operate his mill successfully. This service is free.

3. Our Service Department helps every WONDER-O purchaser to operate his mill profitably. This service is free.

4. Our Chief Engineer helps every WONDER-O purchaser to install and start his mill properly. This service is free.

LETTER 1 (*Sent Immediately Upon Receipt of Inquiry*)

Dear Sir:

1. Thank you very much for your letter telling us that you want to know more about the WONDER-O Mill.
2. A beautiful book, THE SUCCESS OF THE WONDER-O, is already on its way to you. It will give you more information than we could put into many letters, and will point out to you a way to make money—more than you have ever made, easier than you have ever made it.
3. The WONDER-O represents the greatest forward step that has ever been taken in the art of milling. It produces better flour at a lower cost. It is within the reach of the man of moderate means.
4. Any man of common sense can quickly learn to run it. More than a thousand men who knew absolutely nothing about the business own and operate the WONDER-O. We will show YOU how to run it so that you cannot fall short of success.
5. We go in with you at the start and stay with you every minute. You have the free use of our Service Department, which will make you succeed. You will have the right to use our nationally advertised WONDER-O Flour brand, which is making the fortune of our mill owners in all parts of the country.

6. There are more than 1800 of these WONDER-O mills in the United States. Many of them are near you. Our Cedar Rapids Office will give you a list of mills in easy visiting distance.
7. Visit the mills on this list and see for yourself the wonderful work they do. Their owners will be glad to show you and tell you everything about them, because they are proud of them.
8. A thorough investigation of the matter will convince you that the WONDER-O mill offers you the greatest opportunity to make money that has ever come to you. It offers you a permanent business that increases in value and gives you a greater profit every year.
9. When you own a WONDER-O mill you are in a business that is as safe as a bank. It is a clean, honest, dignified business that is a benefit to your community. The community will support it heartily.
10. After reading the book you will want more information. Ask us for it. We will give it to you fully, frankly, and freely, because we want you to know everything and understand everything about the mill before you take a step. When you know and understand, you will be ready to have us start you with your mill.
11. Write us today, asking as many questions as you wish. Your letter will be given careful, personal attention.

Yours very truly,
(Signed) Walter Lee. Sales Department
THE WONDER-O MILL COMPANY.

Paragraph Summary of Letter 1

1. Your inquiry is appreciated.
2. The booklet we are sending will show you how to make substantial profits easily.
3. The great WONDER-O mill, which is priced within the means of the man of small capital, produces better flour at a lower cost.
4. You can quickly learn to operate the mill; we will teach *you*.
5. We will help you to succeed by giving you the free use of our service department, and also the right to sell your flour under the nationally advertised brand name WONDER-O.
6. A number of the eighteen hundred WONDER-O mills in operation in this country are being operated successfully in your locality.

7.] By visiting these mills satisfy yourself that the WONDER-O
 { offers you an exceptional opportunity to start a permanent
8.] and profitable business.

9. As a WONDER-O owner, you will be engaged in an honest, safe business which will have the hearty support of your community.

10. Read the book; then write for more information.

11. Do this today.

General Remarks upon the Paragraphing.—In this letter are eleven paragraphs of attractive, inviting size.

Paragraphs one and two are introductory. They strive to create a good first impression on the prospect by expressing warm appreciation of his inquiry and keen desire to be of service. The repeated *you* indicates interest in the reader.

Paragraphs three, four, five, and nine are designed to function as awakeners and stimulators of desire. Paragraph three is weak in that its meaning is not at once clear. Paragraph nine is out of order. These four paragraphs seek to awaken and prompt desire by emphasizing important selling points of the WONDER-O mill:

1. The mill is of superior quality.
2. The product (flour) is high-grade.
3. The cost of operation is low.
4. The cost of the mill is reasonable.
5. The operation is simple.
6. The service of installing, maintaining, and managing the mill is free.
7. The right to use a famous brand name is free.
8. The milling business is safe, honest and dignified; it is certain to have the support of the community.

Paragraphs six, seven, and eight present "evidence" designed to convince the reader that the claims made for the mill can be substantiated. He is asked to test this evidence himself by personal investigation.

Paragraphs ten and eleven conclude the first letter. By means of clever, indirect suggestion—"After reading the book"—the prospect is, in fact, *urged* to read it. He is also indirectly told that he is sure to want the mill as soon as he has learned more about it, and immediate action in the way of inquiry is suggested.

Summary of the Letter as a Whole

It is apparent from this brief analysis that the purpose of letter one is to call attention to the booklet THE SUCCESS OF THE WONDER-O, and to stimulate the inquirer's interest in the mill by submitting to him some of the best reasons why he should own a WONDER-O mill. Furthermore, he is asked to prove to his own satisfaction by personal investigation the validity of the writer's claims for his product—a list of mills operated in “easy visiting distance” is inclosed. This is excellent “proof,” and is likely to create confidence in the seller's statements, even if the reader does not actually make use of the evidence.

Since a person is not likely to buy a WONDER-O mill, which involves the expenditure of about two thousand dollars, on the strength of only one sales letter, he is in the last paragraph of this appeal merely asked to write for further information. In fact, if this letter succeeds in inducing the inquirer to read the booklet and perhaps to investigate the seller's claims personally, the purpose of the seller, at least so far as this first appeal is concerned, has been accomplished. However, it might have been well to inclose a stamped, addressed card to make it easy for the prospect to talk the matter over with one of the firm's salesmen.

LETTER 2

Dear Sir:

1. If two good men tell you the same story, you can afford to believe it.
2. If 500 good men put the same story down in black and white and sign their names to it, you know it is so.
3. That is what 500 good men have done in letters printed in the booklet PROOF that we are sending you today.
4. These letters are from every part of the country. They are from men who own and operate the WONDER-O Flour Mill. Each one gives his own experience. They all tell the same story of success and satisfaction—of profits that are not heard of in any other business.
5. That is just what the mill does—it makes more money, twice over, than you can get out of the same investment in any other line, makes it easier and quicker.
6. You will notice in the book that many of these men tell about having to increase their milling capacity. First and last, more than 300 have had to do this. More than one hundred have had to do it

in the past twelve months—have had to double or treble or quadruple their capacity.

7. This is the best possible evidence of the success, of the money-making power of the mill. When a man buys a thing once, he may be fooled. If he goes back and buys again, you know he is satisfied. Every WONDER-O owner is satisfied.
8. Notice in the book that many of the letters are from men who formerly owned and operated other mills. They threw them out and put in WONDER-O mills. They tell you now that they make better flour, get a larger yield and operate at much less expense. That means that they are making a great deal of money.
9. The mills that have been displaced—more than 600 of them—were good mills of their kind. They cost a lot of money. You may be sure that their owners would not have set them aside—thrown their money away to spend more—if it had not been very clear to them that the WONDER-O is the best mill in the world. It surely is, and the action of these experienced men proves it.
10. The mill will do for you just what these men tell you it has done for them. You may not have had any milling experience. Most of these men were just like you. They have been successful just the same. Good common sense, with the help of our Service Department, and the desire to succeed carried them safely through. It will do the same for you.
11. When you have investigated—visited some of the mills on the list sent you and have written to some of the men whose letters you will read—you will be convinced of the wonderful money-making possibilities of the WONDER-O Mill. Do this for your own sake!

Yours very truly,
(Signed) Walter Lee. Sales Department
THE WONDER-O MILL COMPANY

Paragraph Summary of Letter 2

- 1-4. That the WONDER-O mill is as represented, is proved by the fact that five hundred users living in various parts of the country say that they are satisfied with it.
5. Money invested in a WONDER-O mill gives greater and quicker returns than if invested in any other way.
6. Many of the WONDER-O purchasers have had to increase their milling capacity.
7. This increase in milling capacity is concrete evidence that the WONDER-O mill owners are satisfied.
8. Many of these users discarded their old-style mills because the WONDER-O is more profitable, producing a larger yield of better flour at less expense.

9. The owners who discarded other mills in favor of the WONDER-O must have been convinced of WONDER-O'S superiority.
10. With the help of our Service Department, good common sense, and the desire to make good, you can be just as successful with the WONDER-O mill whether you have had milling experience or not.
11. Convince yourself of the money-making possibilities of the WONDER-O by visiting some of the mills in your locality, and by writing to owners of WONDER-O mills listed in PROOF.

General Remarks upon the Paragraphing.—This letter, like its predecessor, contains eleven paragraphs. In spite of this seeming length, the entire appeal can, because of its attractive appearance and interesting contents, be read easily and quickly. Moreover, the sale of such an important article as a flour mill could hardly be properly promoted in fewer paragraphs.

The writer opens his second message with an effective and suitable "if" clause, the purpose of which is mainly to call attention to *Proof*, a booklet which is mailed to reach the prospect about the time he receives the letter. The aim of this written effort is to convince the reader more and more of the truth of the claims made for the WONDER-O mill. Hence, almost the entire letter is given over to statements of evidence.

Paragraphs one to four call attention to the booklet PROOF, to bring to light the fact that the WONDER-O mill has given complete satisfaction to five hundred users in various parts of the country.

In paragraph five the profit-bringing features of the mill are set off against those of other lines of business. Proof of these statements is then submitted in paragraphs six and seven.

One of the strongest sales arguments for the WONDER-O mill, that it is superior to others because it produces better flour at a lower cost, thus yielding greater returns, is repeated in paragraph eight, and is then supported by good evidence in paragraph nine.

Paragraph ten summarizes the appeal by reassuring the reader that he, too, can become a successful operator of the WONDER-O mill. The last paragraph urges him to investigate the profit-making features of the mill for himself.

Summary of the Letter as a Whole

It is quite evident that the chief aim of letter two is to convince the reader of the truth of the claims made for the WONDER-O

mill in the first appeal. For this purpose he is given concrete evidence in the form of five hundred testimonial letters printed with the complete name and address of each satisfied customer in a booklet entitled PROOF. The prospective buyer can assure himself of the correctness of the seller's assertions by writing to any of the WONDER-O flour millers whose names appear in the book. In fact, this very action is suggested to him in the closing part of the letter, which ends with the suggestive command and climax: "Do this for your own sake!"

LETTER 3

Dear Sir:

1. The WONDER-O Mill is always a success. It may be run by a farmer, a banker, a blacksmith, a lawyer, or an expert miller—the result is the same.
2. In the first place the mill makes better flour. Any mill that can do that will have all the trade it can take care of in any locality.
3. It makes flour at a lower cost. This gives a wide margin of profit. Every manufacturing concern in the world is striving for a better product at a lower cost. The WONDER-O gives you these two things. They mean success.
4. When you buy a WONDER-O Mill, you take no risk of failure. The quality of your product and the profit you are able to make will take care of you. This is enough, but we make it a certainty by doing more for you.
5. As soon as your mill is installed, our Milling Advisory Department, made up of expert millers, takes you up and stays with you as long as you run it to see that you get the best possible results.
6. They show you and tell you everything, so that you cannot go wrong, if you will but follow the plain and easy instructions. The mill is so simple that you will have no trouble. You will be surprised to find yourself a good miller before you know it.
7. We print a book showing just how the Milling Advisory Department works with you. This book, YOUR SUCCESS IS OUR SUCCESS, is put in the mail for you today. It tells you how we practically insure your success.
8. Then there is the Service Department, which is maintained for your benefit. It gives you help that is of the greatest value in the business end of your enterprise. It saves you money in buying sacks and supplies. It gives you all the best and latest wrinkles in flour merchandising. It helps you in a hundred other ways.
9. You have the right to sack and sell your flour under the famous

WONDER-O Flour brand—a privilege that is worth hundreds of dollars every year to the WONDER-O Miller. All you have to do is to send in samples of your flour every month and thus keep it up to the required standard.

10. All of this help is given you without a cent of expense on your part. It costs us a great deal of money. We get our pay out of your success, for your success is ours.
11. Let us send a representative to confer with you regarding your location and the equipment of your mill. He will give you the conscientious service of an expert without placing you under any obligation. When will it suit you to see him? Reply on the enclosed card.

Yours very truly,

Paragraph Summary of Letter 3

1. Any one can run the WONDER-O Mill successfully.
2. Because this mill makes better flour, it will attract trade.
3. It produces flour at a lower cost, thus giving a wide margin of profit.
4. Even though the quality of the flour and the amount of profit made by means of the WONDER-O Mill insure complete success, we will make it doubly sure.
5. Expert millers of our Milling Advisory Department are always at your service as long as you run a WONDER-O Mill.
6. Their plain instructions together with the simple construction of the WONDER-O Mill will enable you to become a good miller in a short time.
7. The help and coöperation which the Milling Advisory Department is ready to give you is described in YOUR SUCCESS IS OUR SUCCESS, a copy of which we are sending you today.
8. The Service Department assists you in buying your various supplies and in giving you valuable pointers on flour merchandising.
9. You have the right to sell your flour under the famous name of WONDER-O Flour, provided you comply with our instructions.
10. We give you all this help, which costs us much money, free of charge, because we realize that your success means our success.
11. Without obligating yourself in any way, indicate on the enclosed card when our representative may see you concerning your WONDER-O Mill.

General Remarks upon the Paragraphing.—In letter three all the important reasons why the prospect would make a complete success with the WONDER-O mill have been assembled for a grand, composite effect on him. It opens with the rather sweeping statement that the WONDER-O mill is a success always.

Paragraphs two and three repeat and so emphasize the main

features of the mill, the superior character of its output and its low maintenance cost, which two facts make for great profits. Though these elements are sufficient to insure the reader's complete success with the mill, he is told in paragraph four that the writer promises to do even more than that.

In paragraphs five and six, the prospect is informed of the way in which the Milling Advisory Department will help him to succeed. Paragraph seven substantiates this promise by evidence in the form of a booklet which is being sent the reader, and which states the service the Milling Advisory Department renders.

The work of the other department, also maintained for the buyer's benefit, the Service Department, is emphasized once more and in detail in paragraph eight. Paragraph nine presents again, but in different and more words, the strong, special selling point of the purchaser's right to sell his flour under a famous brand name. Paragraph ten says: "all this service is free to you."

Definite action is suggested in the closing paragraph, in which the writer asks for the first time to be permitted to send a personal representative. Moreover, this action is made easy for the reader by means of a return card.

Summary of the Letter as a Whole

In letter three all the important selling arguments of the campaign are reiterated in more or less detail. The broad assertion in paragraph one that "The WONDER-O mill is always a success" is substantiated differently in each succeeding paragraph. The prospect is given argument after argument in ten successive paragraphs why he, too, would be successful with a WONDER-O mill. Apparently the writer assumes that the reader has had sufficient time in which to investigate the sales features of the mill and its product, as stated in the letters as well as in the printed literature sent in answer to his inquiry, and also in which to test the assertions made in the booklet "PROOF" sent him with letter two. Now in letter three, he calls all prominent sales features of the WONDER-O Mill to the prospect's attention once again in *one* communication, in the hope of so inducing him to take a definite step toward the purchase of a mill and confer with one of the firm's representatives.

With this letter the series reaches its climax. Like an over-ambitious, inexperienced salesman, who, in his endeavor to force a

sale, uses all his best "ammunition" first, the writer of these letters has exhausted the supply of strong selling arguments in the first part of the series. Not a single effective selling point did he reserve for his later appeals. Henceforth his letters will be far less effective because he can present in them at best only minor selling points or repeat those already used.

LETTER 4

Dear Sir:

1. Your inquiry has just been brought to my attention.
2. As soon as you have definitely shaped your plans, I shall be glad to give you any information relative to power equipment, as well as building construction and general plan of installation.
3. In the event you decide not to construct a new building, very likely you will be able to locate a desirable structure in which the installation of the flour mill could be made. With a sketch showing dimensions, I can prepare special plans for this purpose.
4. Many of our mill owners have been able to buy up old mill properties and install a WONDER-O mill, utilizing a large amount of the mill plant's old equipment, such as spouting, transmission, etc. Probably there is some mill property in your territory that can be purchased at an exceedingly low figure.
5. The WONDER-O flour mill is as near mechanically perfect as the most skilled engineers, money, and labor can produce. We have spent thousands of dollars in the practical development of its sturdy construction.
6. The ordinary roller flour mill, with its numerous sets of rolls and other corresponding machinery, will easily occupy a three or four-story building, and each story will be, to any one not acquainted with the milling business, a confused and tangled mass of machinery.
7. The dream of milling engineers has been to confine all of these milling operations to one unit. The WONDER-O is what is known as a self-contained, short-system mill. All the milling operations take place in one machine, and any man of intelligence can take the book of instructions and in a short time make a flour of such quality that he can immediately build up a profitable trade.
8. Our mill with this new, short, patented system will extract flour from a given quantity of wheat in three quarters of a minute, while on some of the old style, long-system mills it will take as much as three quarters of an hour to do the same.
9. We are receiving letters almost daily from our customers enthusiastically praising their flour mills and relating the success they are having selling WONDER-O flour.

10. I am inclosing a copy of a letter received from Conlee & Son, WONDER-O mill owners at Iowa City, Iowa. These people operated a twenty-five barrel, long-system mill for twenty years. The mechanical construction of our mill makes it possible for them to run their mill with one-half of the power and expense of up-keep.
11. Please do not hesitate to call on me for information. I assure you of my best service when you are ready to go ahead with this money-making enterprise. In the meantime, please indicate on the inclosed, stamped post-card about when you think you will be able to talk this matter over with one of our representatives. Please do this now before you forget it. I shall appreciate it.

Yours very truly,

THE WONDER-O MILL COMPANY,

(Signed) J. C. Hansen,
Chief Engineer.

Paragraph Summary of Letter 4

1. Your inquiry has been brought to my (Chief Engineer's) attention.
2. You can have the benefit of my technical knowledge in the construction of building, the installation, and operation of the mill, just as soon as you have made your plans.
3. Should you decide to install the mill in an old building, I can help you to do it well.
4. Many WONDER-O owners have found it profitable to install their mills in old mill properties which together with old, but usable equipment may often be purchased at a low price.
5. The WONDER-O mill represents the latest development in modern mill construction.
6. The disadvantage of the ordinary roller flour mill lies in its complicated construction and in the fact that usually a three or four-story building is necessary to house it.
7. The distinct advantage of the WONDER-O mill lies in its being a one-unit mill, the operation of which is simple and easy.
8. The WONDER-O mill extracts flour from wheat in much less time than does the old style flour mill.
9. Testimonials from customers received almost daily prove the success of the WONDER-O mill.
10. Read the inclosed copy of a testimonial from Conlee & Son; it proves the superiority of the WONDER-O mill over the old style mill.
11. Call on me for assistance when your plans are ready, and mail the inclosed card.

General Remarks upon the Paragraphing.—Not having replied to any one of the three previous communications, the reader is now and for the first time being approached by the chief engineer.

In paragraph two he offers the prospect his services, and in paragraphs three and four he shows him why it would be profitable to install the mill in an old building "in the event you decide not to construct a new building."

In paragraph five he praises the mechanical construction of his mill; then proceeds in paragraph six to discuss the undesirable features of the ordinary roller flour mill, and to follow them up in paragraph seven with a statement of the advantages of the seller's mill.

Paragraph eight brings out the time-saving features of the WONDER-O mill. It is followed by a general statement concerning testimonials of satisfied users of the mill in paragraph nine. This, in turn, is supplemented and reënforced by a specific statement from a satisfied customer, a copy of whose letter is inclosed as further evidence.

In the last paragraph the writer repeats his offer to help the prospect "when you are ready to go ahead with this money-making enterprise."

Summary of the Letter as a Whole

It is obvious that letter four presents the seller's offer to the prospective buyer from the engineer's viewpoint. It offers certain technical information relative to the mechanical construction and perfection of the WONDER-O mill and its excellence over other flour mills, data which for the most part has not been supplied before. Moreover, the engineer offers his services to the reader in the solution of all problems bearing on the building construction, the power equipment, and the installation of a flour mill. To prove that the WONDER-O mill is far better than the long system mill, evidence in the form of a testimonial is used. Having presented in the three preceding letters all the important reasons why the prospect should buy a WONDER-O mill and why he would be successful in the operation of this mill, the seller suggests now, in letter four, the installation and actual operation of the mill. He assumes that his reader is, or should now be, ready "to go ahead with this money-making enterprise."

However, in view of the fact that the WONDER-O mill represents an investment of about two thousand dollars and that the prospect has not had much time in which to investigate thoroughly the important claims made by the seller for his mill, this assumption is hardly justified.

The very fact that this letter follows the climax of the series, and that it is built around minor selling points, makes it a weak and unimportant message.

LETTER 5

Dear Sir:

1. Our Sales Manager has asked me to write to you and tell you just what the Service Department will do to make you succeed with the WONDER-O mill.
2. This Department has a staff of expert millers who devote their entire time and attention to the interest of our customers. It also has a trained, practical business adviser, who looks after the buying and selling activities of our mill owners.
3. The Service Department will see that you get the proper instruction in the beginning, which will enable you to go right off making good flour. It tests your work, once a month or oftener, by the most exact standards, thus seeing that you keep on making good flour.
4. Through this Department you will be supplied with sacks at the lowest possible cost. It will help you with your own advertising. It will furnish you the remarkable book, "SECRET SELLING METHODS," which gives you all the known successful methods of selling flour, and everything else you need to know as a business miller.
5. You can consult the Service Department at any time on any question, being sure that you will get the desired help promptly and without cost.
6. This Department has safely guided more than eighteen hundred WONDER-O mill owners to success, and it is waiting to take you over the same road.
7. If I can be of any service to you either before or after the purchase of your mill, please write to me.

Yours very truly,

(Signed) John W. Page

Manager of Service

THE WONDER-O MILL COMPANY

Paragraph Summary of Letter 5

1. The purpose of this letter is to explain how the Service Department will help you succeed with the WONDER-O mill.
2. Its personnel consists of a staff of expert millers and a practical business adviser.
3. This department will show you how to make good flour and to keep it up to standard.
4. It will also help you in the merchandising of your flour.

5. You may consult this department on any subject at any time free of charge.
6. The Service Department, which has helped more than eighteen hundred WONDER-O mill owners, is ready to help you.
7. Write today if you wish assistance of any kind.

General Remarks upon the Paragraphing.—In this letter the prospect is approached by the manager of the service department.

Paragraphs two to five, inclusive, enumerate the various ways in which this department helps the WONDER-O mill owner to make a success of the milling business:

1. Assistance rendered by expert millers and a trained business adviser.
2. Instruction given in making quality flour and in keeping it up to standard.
3. Selling helps given.
4. Consultation of service department is free.

Paragraph six substantiates these claims by stating the number of mill owners that the department "has safely guided to success."

Summary of the Letter as a Whole

Letter five, which is signed by the manager of the service department, explains in detail in seven short paragraphs the assistance which this department is prepared to render every WONDER-O mill owner. Its purpose is to show that the interest and the service of the writer do not end with the sale of the mill, but that the buyer will be given all possible help afterwards both in the successful operation of the mill and the profitable merchandising of his flour.

This letter is in effect nothing but a repetition of selling points capitalized in previous messages. It contains no new selling argument; it submits no additional proof which might prompt the prospect to take immediate action.

LETTER 6

Dear Sir:

1. You would hardly refuse to grant a favor to any one, especially when that favor was asked by a friend who was interested in your welfare.
2. Somehow, I can't bring myself to believe that you wrote for our catalogue simply out of curiosity; but, even if you did, our proposi-

tion is such an attractive one, it seems to me that if we had presented it properly you would have become interested.

3. I am writing you personally this morning to see if you will tell me whether or not we have failed to present our case properly to you in an interesting way, and if we have failed to make clear how our Service Department practically assures your success in the WONDER-O milling business.
4. I don't want our Sales Department to tire you with follow-up letters when you are not interested, and would thank you to fill in (or check) the spaces on the other side of this sheet, so that I may know whether or not you would be interested if you were convinced the business would pay you, or whether or not you wish to drop the matter altogether. If you will just let me have this information, it will be of great help to you and to me.
5. I am supplying you with a 2¢ stamp and envelope addressed personally to me, and when your reply is received, it will have my personal attention.
6. Make this memorandum now and mail it to me before you forget it. Do this, and sometime I may be able to return your courtesy with interest.
7. I thank you.

Yours very truly,
(Signed) Walter Lee

Manager of Sales and Production
THE WONDER-O MILL COMPANY

(Reverse side of letter sheet)

Simply fill in below with pencil or pen the information you wish us to have. It is not necessary to sign below as we have your address on the other side.

Are you interested?

Do you want more information?

How much capital can you invest?

Shall we have representative call?

When will his visit suit you best?

What is the nature of your present business?

In what way have we failed to interest you?

Paragraph Summary of Letter 6

1. Subject of letter: asking a favor.
2. Our offer is so attractive that you should have become interested, even if you wrote out of curiosity.

3. Have we failed in our efforts to show you how to succeed with the WONDER-O mill?

4. I shall appreciate your answering the questions on the back of the letter so that I may know whether or not you wish us to send you more information.

5. For this purpose use the inclosed, stamped and addressed envelope.

6. Do it now.

7. Thank you.

General Remarks upon the Paragraphing.—Letter six has a strong personal tone. Its seven paragraphs are devoted to inducing the reader to reply promptly.

Paragraphs one, two, and three make reference to the prospect's apparent lack of interest in the seller's offer and state the purpose of this message.

Paragraph four gives the reason for the writer's request.

Paragraph five endeavors to produce action by calling attention to the inclosure of a stamped envelope.

Paragraph six follows up the suggestion to reply at once, with a definite command. Paragraph seven concludes the letter courteously.

Summary of the Letter as a Whole

The follow-up campaign comes to an end with this appeal. In other words, if the prospect does not answer this letter, his name will be erased from the mailing list. Knowing this, the writer makes a last, supreme effort to promote and secure action. The mission of this last letter in the series is to get some kind of response from the reader, any statement, in fact, that will indicate whether he is really interested or not. Seven paragraphs have been devoted to a strong, personal appeal for a prompt reply. The recipient of this message is asked to answer the questions listed on the reverse side of the letter-sheet, and to mail them in the stamped, addressed envelope which accompanies the letter.

This letter lacks conciseness. What the seller put into seven paragraphs, he could have presented more convincingly in less space.

Summary of the Series as a Whole

The purpose of the six letters just analyzed is to create interest in the WONDER-O mill to a point where the prospective buyer will want to discuss the purchase of the mill with the seller's represen-

tative. The basic appeal used is the Reason-Why appeal. In view of the fact that these letters are sent on the trail of an inquiry, a certain amount of interest in the WONDER-O mill and a desire to read about it in printed booklets and letters are presumed by the writer. No highly original opening sentences are therefore employed to attract the recipient's attention to these written appeals. That the letters, which constitute replies to a request for information, will be read by the person receiving them, is taken for granted.

Since the prospect manifested a certain amount of interest in the seller's product by answering an advertisement, by asking for more data concerning it, the latter concentrates his written sales efforts on reasons designed to show exactly *what* his mill will do for its user, *how* it will do it, and *why* it will do it better than other flour mills. In other words, the conclusion which he wishes the prospect to draw from the arguments made in each letter is that the WONDER-O is the logical one for him to buy, because it is the most profitable. It would seem that the seller makes some over-strong claims for his goods, especially in the first three letters of the series. However, the directness with which these assertions are made and the degree of confidence in the product which they denote, cannot fail to impress the other person deeply if he is at all interested in the purchase of a flour mill.

Best of all, strong and sufficient proof is submitted with each letter, in the form of testimonials from satisfied customers and other reliable evidence. This the reader is asked to test for himself by writing to owners of the WONDER-O mill or by talking to some of those operating mills in his own locality. Knowing well that the average prospect of a WONDER-O mill, the purchase of which represents a considerable investment, is likely to buy only after careful and detailed consideration of all the facts submitted, the writer repeatedly and emphatically suggests and urges personal, independent investigation of the validity of his claims. This indicates that he is so sure that his mill will live up to the statements made for it, so sure that the owners whose names he has given as references will "boost" it, that he is willing to accept the prospect's verdict in the case.

The price of the mill is not mentioned in any one of the letters; it is given in the catalogue. In describing his product the seller avoids dwelling on its appearance and mechanical construc-

tion as much as possible; he confines himself to an explanation of its use and to positive statements of its accomplishments. In each of the six messages there is brought out clearly and effectively the personal help and coöperation which, through the medium of his milling advisory department and his service department, the seller is prepared to render the buyer before and after the purchase of his mill, to insure his complete success. Since the price of the WONDER-O mill is standard, and since this mill is apparently in a class by itself, special inducements, such as price reductions and the like, have been studiously avoided in making plans for this campaign.

The first four letters of the series consist of eleven paragraphs each, while letters five and six have seven each, thus making for uniform length so far as the first and the second part of the entire campaign are concerned. The first four letters are rather long, but two-page letters are justified by the importance of the subject, which can hardly be handled in much less space. However, the paragraphs are for the most part not long and do not give the appearance of being tiresome reading.

The series as a whole is weak in that it reaches its climax with letter three. Some effective selling point should have been reserved for later appeals. There is little information in letters four and five that is likely to hold the prospect's interest.

PROBLEMS IN WRITING FOLLOW-UP LETTERS

1. (a) Your problem is to submit a carefully worked-out, written plan of a series of four campaign follow-up letters to be used in urging high school graduates to enter a university or college.

(b) Submit a paragraph outline of each of the four units of the series, showing the selling arguments to be employed in each letter, and the key thoughts of each paragraph. Also indicate the number and kind of inclosures you would use with each member of the series.

(c) Now write the first and the last letter of the series.

2. (a) The church to which you belong has outgrown its present building and is about to institute a campaign among its members and friends to secure \$100,000 for the erection of a new church building. The actual, personal solicitation of the members of the congregation for contributions is to begin in about three months from date.

Your task is to prepare a series of letters, based on sound reasoning and good business sense, the purpose of which is to prepare the members and friends of the church for the campaign, and especially for the visit of the personal solicitors.

In working out this problem keep well in mind the fact that your letters must sell the campaign to the members of the church. Moreover, objections which the recipients of your letters might voice against such a campaign must be anticipated and answered.

You are now asked to submit a written outline of a follow-up system: the number of letters in the system, the kind of selling points and printed inclosures to be used, etc., etc. Remember your plan must be thoroughly practical and workable.

(b) Write the first and the last paragraphs of all but the last letter in the series.

(c) Now write the last letter.

3. Your problem is to sell the service of a large, well-known city savings bank by mail. Your bank pays 4% on all savings accounts from \$1 up, which is $\frac{1}{2}\%$ more than most savings banks pay. It has done business for 35 years and is recognized as one of the most reliable and conservative banking institutions in the country. These are only a few of the selling points which you may use for the promotion of your ends. You are to supply additional ones as you need them.

Names of prospects are obtained from inquiries which the bank receives in answer to advertisements in the better national magazines. You are now asked to submit:

(a) A complete list of the selling points which you would use in a series of wear-out follow-up letters intended to increase the number of "correspondence" depositors. Selling points are to be classified according to chief, other important, and minor selling arguments.

(b) Prepare, after thorough study and consideration of the problem, the entire series of letters.

They are to be processed on bond paper letter-heads with the recipients' names and addresses filled in, and to be sent out by first-class mail.

Note: Vary the length and appearance of the letters. Make use of effective inclosures.

4. (a) Prepare a series of follow-up letters which would sell to business men a year's subscription to any one of the following periodicals:

- | | |
|--------------------------------|----------------------------|
| (1) <i>System</i> | (4) <i>The Mail Bag</i> |
| (2) <i>Forbes</i> | (5) <i>Correct English</i> |
| (3) <i>The Literary Digest</i> | |

(b) As above. Letters are to sell to women a year's subscription to any of these magazines:

- | | |
|---------------------------------|------------------------------|
| (1) <i>Ladies' Home Journal</i> | (3) <i>Vogue</i> |
| (2) <i>Good Housekeeping</i> | (4) <i>Mother's Magazine</i> |

5. A week has passed since you wrote the letter in solution of problem 8 on page 309. (Chapter 10.) Write a suitable follow-up letter to be sent to those prospects who did not take advantage of your first offer.

6. Your task is to prepare the last member of a series to follow up the letter required in solution of problem 10 on page 311. (Chapter 10.)

The purpose of this letter is to get prompt action—either to induce the prospect to make reservations at your hotel or to ascertain what his plans for a summer's outing are.

7. Refer to problem 16 on page 314. (Chapter 10.) Write the opening paragraphs of a series of four follow-up letters designed to further the sale of LIGHTNING LITES.

8. Prepare the first and the last follow-up letter of a series designed to dispose of the Wonder Table Stove mentioned in problem 25 on page 318. (Chapter 10.)

9. Analyze and criticise the following series of sales and follow-up letters. Prepare a new series of three or four letters.

A

Your letter of February 8, in which you requested information in regard to our commercial course, has just been received. I assure you that I am answering you at once, as I appreciate the interest you are taking in our school, by writing to us. As you doubtless know, this is the largest business college in the Middle West and can give you the finest sort of commercial courses along any particular line, that you may wish, no matter what subjects you wish to take up, we can arrange your work to include them. We try to make you feel at home with us, to have your work pleasant and interesting to do away as much as possible with the routine so characteristic of most business colleges.

We inclose a pamphlet that gives you an outline of our courses, under separate cover you will receive our latest catalogue.

I am sure, Miss Johnson, that you will make no mistake in coming to study with us. It is the best possible place for ambitious men and women to prepare themselves for greatest success.

B

(Sent six days later than letter A.)

Memory! How many scenes that word recalls. The scenes of olden days. The moments of encouragement, joy, and success.

But let us bridge the gap between. Let us renew again, at least in part, those feelings of pleasure and success. Let us link the present with our successful past.

Education is necessary to happiness. We are all going to succeed. How pleasant to succeed through education gained in congenial surroundings, among people who take a real interest in your welfare, and who will help you in every way to attain the very best.

Your Success is our Success, and yet you must succeed for your own sake.

Smith's Business College is the Home of Business Education. It will be your home while you train. Work with us, talk with us, succeed with us. Come in and have a real talk with me.

Make this another happy memory to recall in years to come. The day you started at Smith's. It will be the turning point toward your Real Success.

C

(Sent a week later than letter B)

"Just like I was once,"

—said the well-dressed man in the big car, an amused expression in his eye, speaking to the friend beside him.

The indecision of a little black dog as to which direction to go had attracted their attention.

"Five years ago I thought Success was only for the favored few," continued the man, "unattainable by one poor as I was.

"One day, however, I took courage, went to Smith's Business College, and inquired about a course in Business Training. The office, the whole college, in fact, had the air of Big Business; and yet, strange though it may seem, it also had the atmosphere of home. Every one was very kind to me, they took any amount of time to explain everything to me.

"I went home that night impressed not only by the visible signs of educational leadership, but by the ideals, the spirit of helpfulness, of service shown by every one in the great institution. My head was filled with hopes and ambitions, but unfortunately, a little indecision also.

"One day I decided. I became one of the great army of Smith students forging toward Success. That Decision made me.

"The results, that seemed almost too good to come true, have come true many times over. It seems to me every young man, every young woman, cannot help but see the opportunity of such training, training that brings results."

You can make just as great success as the Smith graduate who speaks above. Decide as he did: act as he did: work as he did. Give Smith's the privilege of helping YOU, as he did, and your success will be **CERTAIN!**

10. (a) What system of follow-up would you use for problem 27 on page 318? (Chapter 10.)

(b) Outline the series—give the number of units you would use, the selling points you would employ in each unit, and other vital data necessary before you can begin writing the letters.

11. Refer to problem 34 on page 322. Assume that a year has passed since you wrote the letter there asked for. Prepare a letter to be sent to

students who attended the summer session of your institution for the first time last summer, for the purpose of getting as many as possible to return this year.

12. Refer to problem 1 on page 361. (Class Appeal.) Christmas time is approaching. Prepare a letter to be sent to the housewives of your city a short time before Christmas, calling their attention to seasonable table necessities and luxuries, which you mention definitely.

13. Refer to problem 3 on page 362. Assume that the letter you wrote in solution of that problem was successful in inducing Mrs. Winifred Hunt to buy a Marysville Red Cedar Chest as a wedding present for her friend.

It has become known to you that Mrs. Hunt does not own a Red Cedar Chest herself. You are now to write her a letter which will interest her in one of your chests to the point where she will be willing to try it for fifteen days free.

For selling points refer to problem 2 on page 361.

14. A year has passed since you wrote the letter asked for in solution of problem 6 on page 362. Paul Schade, the boy mentioned in problem 6, has made good progress in his study of music during this time. While in your store a week ago, he expressed the wish that his mother might present him with a first-class violin on his approaching birthday.

Write a letter, calling Mrs. Schade's attention to an exceptional bargain or two in violins, and emphasizing again the appropriateness of a violin as a birthday gift for her son Paul. Refer to problem 6 on page 362 for additional data.

15. Prepare a series of three follow-up letters to be used by the N & N University of Commerce, the school mentioned in problem 8 on page 364.

16. Refer to problem 11 on page 365. Assume that six months have passed since you prepared the letter asked for in solution of that problem. Write a follow-up letter.

17. Prepare a written analysis of letter 15 on page 366, and 17 and 18, pages 367-369.

18. Prepare a series of four follow-up letters designed to sell to farmers the HEALTH-CHICK Incubator mentioned and described in problem 21 on page 371.

19. Write the last member of a series of six follow-up letters designed to dispose of the Wilton Separator, which is described in problem 22 on page 372.

20. Write the first and last letters of a series of four designed to sell by mail the Franklin Phonograph mentioned in problem 27 on page 376. Your appeal is directed to farmers.

21. Prepare a series of campaign follow-up letters designed to dispose of any of the articles listed in problem 28 on page 376.

22. Refer to problem 29 on page 376. Prepare a letter to be used as a reply to inquiries for detailed information concerning the Brown Automatic Pistol. These inquiries result from magazine advertising in periodicals read largely by young business men.

23. Your problem is to list in the order of their importance all the selling points of the New Delta Separator as given in letter 34, pages 380-387. Then prepare a series of four follow-up sales letters, making use of these and other selling points.

24. Rewrite in good form letter 36, pages 387-388. Make is a complete sales appeal.

25. Using the chief selling points of the Eazee Hand Stump Puller, the article described in letter 38 on page 389, prepare an effective letter which might be used as a reply to inquiries for more data concerning this stump puller. These inquiries are the result of advertising in farm papers.

26. By means of a single letter follow up any one of the letters asked for in solutions of problems 23 to 26, pages 372 to 375.

27. Prepare a written analysis of letters 33 on page 379; 34, pages 380-387; 37, pages 388-389; and 38, pages 389-391.

28. Prepare a series of campaign follow-up letters for problem 43 on page 392.

29. Prepare a written analysis of letters 45, pages 392-393; 47 on page 394; and 48, pages 394-395.

30. Prepare a letter to follow up the one you wrote in solution of problem 50 on page 396.

31. Refer to problem 54 on pages 397 and 398. You are asked to prepare a series of four follow-up letters designed to sell motor-boats similar to the one mentioned in problem 54.

32. Refer to problem 56 on pages 398 and 399. Prepare the first and the last follow-up letter of a series of six to be sent to a selected list of young business men for the purpose of inducing them to become members of the International Health Institute.

33. Write the last letter of a series of five campaign follow-up letters used in connection with problem 59 on page 400. Devote the greater part of your letter to the promotion of action.

34. Prepare a written analysis of letters 64, pages 402-403; 65, pages 403-404, and 67, pages 405-406.

35. Using your own data, prepare a letter to follow up the one asked for in solution of problem 71 on page 407.

36. Prepare a written analysis of letters 74 on pages 408-409, and 75 on pages 409 and 410.

37. Prepare a complete list of selling points used in the series of five follow-up letters No. 42 on pages 460-464. You are to arrange these points in the order of their importance as Chief, Other Important, and Minor Selling Points.

38. You are to prepare a complete analysis of the follow-up series No. 43 on pages 465 and 466.

39. Submit a brief report containing the final criticism of follow-up series No. 44 and practical suggestions for its improvement. See pages 466-474.

40. a. Prepare a complete, written analysis of follow-up series No. 48.

b. Rewrite the first and the second letter of the series with the view of making them more effective.

41. Submit a brief, definite report of how the four functions of the sales letter are distributed in each of the five letters given under No. 54, pages 498-502.

FOLLOW-UP LETTERS FOR ANALYSIS, CRITICISM, AND REVISION

42. A series of letters designed to sell ready-made houses.

A

Dear Sir:

In all times, in every country, by all peoples, the instinct to own your own home has always been what makes the old world go round. No investment is so secure and gives such continuous real satisfaction. A man or a woman's position socially, financially, in fact, in every respect, is enormously increased in the community when he or she becomes owner of a home.

"Yes, that is true," we hear you say, "but while I should like to have my own home, I can't afford it." Just as long as you keep on thinking this way, you will never be a home owner. Actually you can and should spend this summer's vacation in your very own home. Costs will never be any less, and in many things probably will be higher. But you can beat the high prices and have a staunch, attractive home by taking advantage of the Walker System of Home Building.

If "the proof of the pudding is in the eating," the proof that Walker System is the one way to build in these times of high prices is found in the inclosed circular. It is demonstrated further by the increasing demand for Walker Homes. This demand grows out of the realization that reliability, speed of erection and economy of maintenance are things beside which fact cost is a minor matter.

Quality alone determines value. Every piece of lumber that goes into a Walker Home must pass the critical eye of our Graders. To them and their skill, intelligence and painstaking care, yes, and above all, experience—for practice alone makes perfect—is due the uniform quality of Walker lumber.

Our latest BOOK OF WALKER HOMES is coming along to you in a day or so. Read it through, write us and ask any questions you wish—tell us which home appeals to you. They are all known successes—real homes. You surely owe it to yourself, your family, your children, to provide them with a permanent home. Your parents did it for you. Our latest BOOK OF WALKER HOMES shows you how.

We are anxious to hear which Walker Home you like best.

Yours very truly,

B.

Dear Sir:

You are a new prospect and we hope will soon become one of the increasingly large family of Walker Home Owners, which now spreads out over every state of the Union. We are writing you to explain fully just what the inclosed circular, offering a 10% EXTRA DISCOUNT, really means and why we do it.

You know that the present is our dull season. Our January inventory shows that we have a sufficient stock of materials on hand purchased at last year's prices to fill just 200 orders at a slightly reduced price. Our new mill, which doubles our capacity, is just being completed somewhat before schedule time. This fortunate circumstance will enable us to turn out these 200 homes before our rush season comes on.

In order to start this year with a "bang," we are going to more than "slightly reduce" the price on these 200 homes. We offer you our usual 5% discount for cash, and in addition, a full 10% discount. Pick out the home you like best in the Book of Homes just recently mailed you, and figure up how much this saving actually means.

Experience has taught us that when you have built your Walker Home—when you really see what fine lumber and materials we shipped you—but most important, when you figure up and see that you have actually saved a good few hundred dollars in real money—you will tell a certain number of friends and relatives about the good bargain and fine treatment you got from us. Your good will helps us sell houses next year and the year after. This being a mail order business, a Walker Home in your neighborhood means more to us as an advertisement for future Walker Homes than many thousand dollars spent in newspaper and magazine advertising.

We hope you will be one of the lucky 200—lucky not only from a financial standpoint, but also from a standpoint of complete satisfaction and comfort. We have built up our business on nothing but satisfied

customers. Here is your chance to become one of the Walker family and save a sum of money really worth while. Act now.

Yours very truly,

C

Dear Sir:

The American people are facing a great crisis. Millions of men and women do not know where they are going to live. The whole country is aroused. Governors, mayors, real estate boards and commercial institutions are trying to put roofs over the people's heads. Unless there is instant action, another winter may see people utterly without places to live. No roofs over their heads—no shelter from the cold—and rents for the few obtainable places beyond all reach.

The future holds no hope unless there is instant action—but this means instant action on the part of *everybody*. You, as an individual, must act. You must not wait for some one to do it for you. You, yourself, must make arrangements right away to protect your family and yourself with a place to live. **GET AWAY FROM THE IMPOSSIBLE RENTS.**

Big lumber interests have proclaimed that the price of lumber is to be maintained for six months, but try and buy lumber. You will find there is almost none to be had. The price of the available supply is prohibitive for the average home builder.

Now we are making you a **SPECIAL OFFER** for your protection. This offer could not be made without tremendous foresight, without tremendous capital, and without tremendous manufacturing facilities.

It isn't a question of what you can afford to pay for rent. It is one of the very existence of the family and of the home. It is your duty as a patriotic American citizen to build a home. Home building will force rising rents down to normal figures and make for better prosperity. We are not going to talk to you about price increases. We merely say that we are holding prices down to the lowest possible figure—and these prices are based on purchases made months and months ago. The one statement we do make is that we are now **GUARANTEEING** for you our **CURRENT PRICES**, which were figured at last fall's costs, **UNTIL MAY FIRST NEXT**. We cannot give you a single promise beyond that date.

If you were forced to buy this material at the prices of today, you would pay 20 to 30%, and in some cases 50%, more. These things you know.

Remember! We **GUARANTEE** these prices **UNTIL MAY FIRST NEXT**. Get your order in at once. Study the offers carefully and take advantage of any one of them. **Act NOW.**

Yours very truly,

D

Dear Sir:

What have you done with our 10% **EXTRA DISCOUNT OFFER?**

Have you lost it, destroyed it, forgotten about it—or are you one of the wise and shrewd ones who have sat down, thought this offer over carefully, and already sent us your order?

Suppose for a moment that you had built your home last year. You would have saved a few hundred dollars on it, wouldn't you? Now a similar opportunity to save several hundred dollars is again before you in the form of our 10% EXTRA DISCOUNT OFFER, copy of which was recently mailed you.

As stated in this circular, we can afford to sell only 200 homes at such sensationally low prices. After looking over this morning's mail, our figures today show that so far 102 of these homes have been sold. This means that so far slightly over half have been "grabbed up." Within another ten days, they will probably all be gone and the last opportunity that will come before you this year to get your home at a saving will also be gone.

Prices are steadily increasing and will continue to increase. Every one has read this statement somewhere. It is no longer questioned, but is an accepted fact. As yet costs are not excessive. Excessive cost is a cost which is difficult to meet and there never was a time when a family of moderate means, regularly employed, could so easily get and pay for a home as right now.

You buy a home not as a speculation, but because you like it. You buy it for the comfort of it, and the pleasure you and your family take in it. From this standpoint, if you choose, you can think of the outlay as you think of the price of admission to the movies or to a ball game. Nevertheless, you will try to buy with an eye for quality and economy of maintenance. You will try to buy shrewdly and get as good material value for your money as possible and make all the sentiment as clear profit.

If you are fortunate enough to get in on this 10% EXTRA DISCOUNT OFFER, you will do just this. Remember that there are *only 98 left*. Remember that Walker Homes are Homes of Quality. Remember that we guarantee the materials going into these homes to be of standard stock and according to our standard specifications as shown on page 87 of the BOOK OF WALKER HOMES which you have.

If you have already placed your order, you have done the wise, the sound, the businesslike thing. But if you haven't, then our sincere advice is for you to send your order by return mail and protect yourself against the shortage of materials and the coming higher prices. Think of all the different things you could do with an additional \$300 or \$400 in your pocket!

Send us a wire collect for a delivered price on the Walker Home you like best. But above all else, ACT QUICKLY! If yours is the 201st

order received, we shall not be able to accept it and you will have lost some \$300 or \$400.

Yours very truly,

E

Dear Sir:

ONLY 39 LEFT!

You have received our new WALKER BOOK OF HOMES and SPECIAL 10% DISCOUNT OFFER. A few days ago we sent out a letter stating that 102 of these 200 homes had been sold. Now we are writing you that there are only 39 left! This means that we are giving you a LAST CHANCE. Are you convinced that we have your interest at heart, that we are trying to help you to be the owner of a fine, attractive new home at a reasonable price?

One customer, Mr. John H. Ports, of Rodora, Michigan, came into our office just last week and said, "I had been wanting to build for three years, so that I could make my wife and children happy with a home they could enjoy and be proud of. Because of the seemingly high prices, I put off building, thinking prices would come down. Instead they went up. Five months ago when I placed my order with you, I left your office feeling that I had been "talked into" doing so and made an extravagant investment. Today I have come to thank you for your good strong advice that made me buy my home five months ago."

Procrastination cost this man \$1300.00.

Buying when he did has so far saved him \$1250.00.

Think what his saving will be 5 months from today.

The home he bought was the Royal, page 57. Figure the saving you can make on the Walker Home you like best. It is our endeavor to render this same service to every home builder. But the regulation of prices is out of our control and **WE MUST HAVE YOUR PROMPT DECISION.**

It is now the ELEVENTH HOUR if you want to buy at a 10% discount. You must **ACT QUICKLY.** The number left is a mere handful in proportion to the number of people who received the offer. To further assist you, we are inclosing telegram for you to send at our expense.

Mail your check when you send the telegram. **ORDER NOW** and we can enable you to **SAVE 10% off our CURRENT NET PRICES!** We shall probably have to advance our current prices again about March 15. If you have any intention of building this year, **ORDER NOW and SAVE MONEY.**

Send us the telegram as soon as you get this letter. If yours is the 201st order received, we shall have to return your check and you will have lost a very worth while opportunity and considerable money.

Yours very truly,

43. A series of letters designed to induce parents to open a savings account for their children. The letters are sent in care of the child's parents.

A

HOWDY, LITTLE MAN!

How does the world look to you now that you've been here a week? Hm! Let's see. That funny, little wriggle must have meant that you are pretty well satisfied.

You are a wee, brave little bit of humanity to be starting out on the journey to manhood, but Mother and Daddy are there to make that journey as easy as possible for you. Notice the expression on their faces when they bend over you, watching to see you drift off to sleep. It says that their faith is unbounded. But Mother and Daddy know that as the years pass you will have your problems to face. They know that education will be one of the biggest factors in helping you to conquer those problems.

Take your tiny little fist out of your mouth and tell them that the Wood Savings Bank is sending you a little savings bank. Tell them that you want them to start a savings account for you *today*; and that when it has grown to twenty-five dollars, you want them to put it in the Wood Savings Bank and keep adding at least twenty-five dollars a year to it so that by the time you are eighteen, there will be enough money in it to send you to college.

When Mother cuddles you close and Daddy bends over you both, swelling bigger and bigger with pride and joy, ask them if they think you are worth that much to them.

Yours for a good start on the journey,

B

Happy Birthday, Little Fellow!

You've been here a year now, haven't you? One Year. And you have probably taken your first, toddling steps. As those uncertain, tiny steps, growing stronger and surer with the passing years, bring you nearer to your manhood, will they bring you nearer to a successful career?

You can't answer that question, but it should be answered *for you now*. Mother and Daddy will answer "yes." Let's remind them that you are too precious to take a chance on. Your career must be insured. You must be properly educated if you are to take your place in the world of successful people.

Is the fund growing in the savings bank we sent you a year ago? When you are eighteen, are you going to college on the money that is being put in your "college account" *now*?

Better ask Mother now and Daddy when he comes home this evening. Don't forget.

THE WOOD SAVINGS BANK

C

Happy Birthday!

How's the boy? Getting to be a mighty fine young man, you are.

After you get tired of driving your Kiddy Kar around the parlor furniture, pull up alongside of me and let's talk business. There, that's fine.

Now then, if \$25 is annually placed to your credit at five per cent compound interest, you will have \$703.31 when you are twenty years old. Think of it—only \$25 a year, or a little more than two dollars a month will net that much.

How does that appeal to you? That money is going to come in mighty handy to you some day. Mother and Daddy won't miss it now—only fifty-two cents a week, but that fund will grow as steadily as you will grow. When you are ready to go to college, it will be ready to start you off. A larger monthly deposit will pay your way through college.

Now, you talk business with Mother and Daddy. Remind them that they put their hope and faith in you, that whatever success you attain is their good fortune also. Ask them to prepare the way for your success by providing for your college education NOW. Don't let them forget. Remind them every day—oh, let's say at breakfast—that you will want that money when the other boys, whose parents have already started their savings accounts, are leaving for college.

Many happy returns of the day!
THE WOOD SAVINGS BANK.

44. A series of follow-up sales letters designed to sell an oil lamp.

A

Dear Sir:

This is in answer to your inquiry regarding my Universal Oil Lamp that BURNS 94% AIR and beats electric light.

It is a pleasure for me to tell you how the Universal, a simple, inexpensive device, makes WHITE LIGHT from ordinary kerosene (Coal-Oil) at even far less cost than the dingy, yellow flame light from the common lamp. Also how you can get one of these wonderful new Universals FREE, and besides MAKE A LOT OF MONEY by becoming my distributor.

The light of the Universal is pure white and brilliant. It beats electricity and is better than gas. So near sunlight in quality, it's been called the "Midnight Sun." Thousands boast of their Universal. It's safe and dependable. As it is not a pump-up or pressure device, it is not dangerous in the hands of children. Lighted and put out like a common lamp. The many improvements on this latest Model Universal make it very reliable and simple to operate, and put it in a class by itself, superior to any other oil lamp in the world.

Scientists confirm what 4,000,000 enthusiastic users say of the Universal. Specialists prescribe it for saving eyesight. Awarded the Gold Medal and Blue Ribbon at the Panama-Pacific Exposition. Forty leading universities, the Government Bureau of Standards, and the Fire Underwriters have backed our claims by test and trial.

Circulars inclosed contain FACTS about the Universal. Not mere claims, but real, solid facts, backed by our \$500.00 Reward, which you can prove for yourself, without a cent of risk under our 10-Day Free Trial Offer.

TEN DAYS FREE TRIAL OFFER

Evidence in print does not satisfy all people; it may not satisfy you. Some people are skeptical of a description like this. It sounds too good to be true. To those, seeing is believing. Can a blind man appreciate the glory of sunlight by hearing about it? Of course not. Neither can the splendor of Universal light be realized without seeing it. That's why we offer to put a Universal in your home, no money down, so that you may convince yourself.

A LIBERAL, WIDE-OPEN OFFER—WITHOUT STRINGS

With the Universal in your home, you can examine, test, compare and use it for 10 NIGHTS FREE, and then remit \$10, to make it yours permanently. In the remote possibility that you might wish to return it, you may do so at our expense. We take the risk of mantles or chimneys becoming broken. You alone decide whether the Universal makes good.

SPECIAL CASH OFFER

If cash in full accompanies your order, we include absolutely without cost to you, one of our beautiful Shades with a Satin White Dome and Crystal Prismatic Panels. Its value is \$3, so you save that much by sending your remittance with your order. It gives you a \$13 Universal table lamp for only \$10, which is LESS THAN WHOLESALE. This concession is made because it will save us the expense of opening a credit account. Of course, your money will be cheerfully refunded in case you decide not to keep the trial Universal.

Should you prefer a Universal Hanging Lamp, order the style without shade, including remittance with order, and we will give you ABSOLUTELY FREE the \$3 shade. Thus you will be getting a Universal Hanging Lamp complete with shade at less than wholesale.

GET YOUR UNIVERSAL FREE

The trial Universal becomes yours FREE when you become a distributor. If, after the trial, for any reason whatsoever, you cannot take up the sale of the Universal, and do not want to keep it, you are at liberty to return it in accordance with our guarantee on the Acquaintance Blank.

APPOINTMENT AS DISTRIBUTOR WORTH HUNDREDS OF DOLLARS TO YOU

Once you have tried the Universal, you will realize the big opportunity open to you when you get an appointment as our distributor. The opportunity for sales and profits is unlimited. Don't delay—don't hesitate.

This work requires no special training in salesmanship; the Universal practically sells itself. A demonstration usually is enough and a demonstration merely means showing it. In cases where the demonstration doesn't win, a free trial of the Universal for an evening or two will. Could anything be more simple? It's so simple, in fact, that ordinary qualifications are enough to make any one successful.

THERE IS BIG MONEY IN THE UNIVERSAL AGENCY

Men and women, young and old, with little or no capital, have made full or part time pay big returns. Among our distributors are farmers, carpenters, ministers, agents, painters, school-teachers and those in many other occupations. These people have made spare moments pay dividends. Read their testimonials in the "Midnight Sun" inclosed.

Johnson, a carpenter, made sales amounting to more than \$5,000.00 in a few months. Mrs. Porter, school-teacher, earned more than her monthly salary, selling 25 Universals in one week. Tucker, a farmer, purchased \$800.00 worth of goods between March 3 and April 4. His regular profit on these lamps was over \$500.00. All within 30 days. Westernit, a farmer, sold 25 hanging lamps in one week of spare time. Frederick, a farmer, said that he disposed of 1000 Universals in 8 months. These are but a very few of the hundreds that are successful.

The business of selling Universals is either a spare or full time proposition, and both the inexperienced and the experienced succeed in it. Our sales manual, "How to Sell Universals," explains our wonderful "One Night Trial Plan" and gives such definite and helpful suggestions that your success is practically assured from the beginning.

Our Confidential Price List will be sent at the time the trial Universal is shipped. Also a full explanation of our Extra Bonus arrangement. In order to protect our distributors against this confidential information becoming generally known, you will understand it is only fair to withhold such information until the trial Universal goes forward.

Our sales plan is so generous and liberal that on a beginner's assortment \$150 can be earned in a week or ten days of full time effort, or in from ten days to two weeks spare time only.

NO MONEY REQUIRED—WE FURNISH THE GOODS

It is not necessary for you to invest any of your money. We help you get started by allowing you to work on our capital. This credit plan will be fully explained when your trial Universal is shipped.

Fill out the inclosed Acquaintance Blank and mail it to us promptly—today, an a Universal will be sent you for TEN DAYS' FREE TRIAL, no money down, without any obligation on your part to keep it. Or you can take advantage of our "Cash Offer" and get a beautiful shade

FREE. Under either plan you are given 10 days' trial, with no chance of losing a cent.

Your opportunity to get a Universal FREE, or at our special introductory price, as well as a chance to secure the agency, will be lost unless you act QUICKLY before some one else is appointed distributor in your locality.

Very truly yours,

B

Dear Sir:

YOU CAN NEVER TELL BY THE LOOKS OF A FROG HOW FAR IT CAN JUMP. Neither will descriptions or illustrations of the Universal give you an idea of Universal LIGHT. That's why we have offered to send to you, AT OUR RISK, NO-MONEY-DOWN, a Universal for ten nights' FREE TRIAL, and returnable at our expense should you decide not to keep it.

In view of your inquiry we cannot understand why you have not yet taken advantage of our special FREE TRIAL, NO-MONEY-DOWN offer. Perhaps the name Universal misled you into believing that it is the same as the Old Model Universal Lamp you may have seen or heard about. If so, you are making a big mistake. This new lamp is really a wonderful new invention. Every one who tries this new lamp states that it is perfect in every respect. The new invention makes the lamp reliable in the hands of every housewife. No trouble. No smoke. Always the same wonderful white light—better than electric light, yet cheaper to run than the ordinary oil lamp. If you have never seen one of these lamps, you certainly have a splendid and agreeable surprise in store for you.

Does the very liberality of our offer make you hesitate? Unquestionably such a liberal offer is seldom made except with some sort of a string to it. Let us assure you, however, that there are NO STRINGS to our ten-day free trial, no-money-down offer. It is bona fide, broad and sincere.

Could we afford to make such an unusual offer if the Universal failed to make good on a single one of our claims? Most certainly not. When we say that the Universal will give you a better light than the best tungsten electric used in the fashionable city homes, when we tell you that it burns less than one-half as much oil as the common round-wick lamp, then we must be stating facts—otherwise we would not dare send the Universal to you under such representation for ten nights' FREE TRIAL.

There is nothing complicated about the Universal; it is simple, clean, safe and as easy to operate as the common lamp. Tests made by the Government Bureau of Standards show that oil burned in the Universal gives four times as much light as oil burned in round-wick lamps. Forty Professors at leading Colleges have tested the Universal and found it to be four times as efficient as the best round wick lamps. Thousands of people say they would not take \$50 for their Universal if they could not get another. With such endorsements as these why delay trying a Uni-

versal? An article so necessary to the health and comfort of the family certainly justifies a trial when the trial is **ABSOLUTELY FREE**.

No previous experience in selling is required to be a successful Universal Distributor. Fully two-thirds of our distributors are farmers without any previous experience in selling and only their **SPARE TIME** is devoted to the work. The majority of them sent for a Universal for ten nights' free trial with no idea of selling, but the Universal light so exceeded their expectations that they were anxious to give their friends and neighbors the opportunity of enjoying its wonderful pure white light. That is how they became interested in selling the Universal.

Many distributors have taken orders for a dozen Universals in a single evening, so enthusiastic are people about Universal light when they see it. \$100 to \$150 a week profit is easily within the reach of the distributor who will get out and hustle. Distributors whose sales average even less than 4 Universals a day can earn about \$5,000 a year under our new selling plan, and no money is required to get started—we furnish the goods on time. Full particulars as to our thirty-day Letter of Credit Plan, wholesale prices and extra bonus will be sent when we receive your request for the Universal for ten days' free trial. This **CONFIDENTIAL INFORMATION** is not sent except to those who show sufficient interest to try the Universal, as no one is capable of fully recognizing this great big money-making opportunity until they have seen the Universal in actual use, and furthermore, it would not be fair to our active distributors to send such information out broadcast.

Every home using kerosene oil light needs the Universal. How many homes are there in your district? Count them and you will then realize the number of families you have close to home who need one, two, or three Universals.

Fill out the Acquaintance Blank on page 8—don't put it off, detach and mail at once in the inclosed envelope. Remember, the trial is **ABSOLUTELY FREE**. Act today before some one else takes up the work—then it will be too late.

Very truly yours,

P. S. Send no money unless you wish to obtain the \$3 artistic satin white shade **FREE**, as explained on the Acquaintance Blank on page 9

C

Dear Sir:

Mr. Ed. Dennhardt says, "My Universal is worth \$100 in gold to me." Here's your opportunity to get your "\$100 Universal" for only \$8.75.

For a limited time and to a limited number, I'm going to make a special advertising price on a single Universal. I want it introduced right in your neighborhood right now and for that reason, I'm putting the price at wholesale—this means, that if you act quickly, you can secure a Universal table lamp for only \$8.75. Think of getting a light of this

character for only its wholesale price, in fact, one of the very same lights, that hundreds, like Mr. Dennhardt, say is worth \$100.00 in gold to them.

Bear in mind that the acceptance of this invitation does not prevent you from getting the Universal ABSOLUTELY FREE if you decide to become a distributor. All that is required now is quick, prompt action. You realize that such an offer as this cannot be held open indefinitely. The moment your order arrives spells the end of this arrangement to any one else in your community. It is not a general, wide-spread proposition. It is made to you individually. Your coöperation, therefore, will be appreciated.

One party in one evening took orders for 30 Universals by a simple demonstration at a farmers' meeting. Hundreds of men and women without previous experience in taking orders, have made several hundred dollars in a month by simply showing the Universal to their friends and neighbors during spare time or evenings and sending in their orders.

Many people who write us for information as you did hesitate in sending for a Universal, because they believe that it is impossible to get such a remarkable light from common kerosene oil—one that is whiter, brighter, and steadier than electricity—that's why we offer to send the Universal on TEN DAYS' FREE TRIAL so that you may see for yourself that it will do all and more than we claim for it.

The Government Bureau of Standards officially reports four times the amount of light from a gallon of oil by burning it the Universal way than you get from open-flame lamps. That means a quart will answer where you otherwise used a gallon. While the saving of 3 quarts of oil for every gallon used is a big economy, it is but a small FEATURE as compared with the comfort, happiness and good cheer the Universal brings to every member of the family.

Universal light makes it possible to read in every corner of the room—saves the eyes because it gives a white light like sunlight, instead of the yellow red light produced by common lamps. With all these advantages there are no disadvantages, as the Universal is as easy to run as a common lamp; is lighted and is blown out the same way. It's so simple and safe that a child can run it, and it burns without odor or noise.

You will admit, I am sure, that if the Universal lives up to our claim, it is the light you would like to have. Why then hesitate any longer when we are willing to send you this remarkable lamp on TEN DAYS' FREE TRIAL?—and especially when you can get ONE at a SPECIAL REDUCED PRICE and subject to return, if you decide not to keep it.

The special offer referred to appears below. It is EQUAL TO THE WHOLESALE PRICE. But you must act at once if you wish to take advantage of it. Simply fill out the Acquaintance Blank and return it to us, together with the notice below. THE TRIAL IS ABSOLUTELY FREE.

Very truly yours,

D

Dear Sir:

You're lucky! You have been awarded a \$3.00 money-saving stamp (advertising). You have been personally selected as one of the few to whom we can make this special offer.

One of these saving stamps is attached below and it has a value of exactly \$3.00 to you; no more, no less. Only a limited number of these coöperative advertising stamps have been issued. You have been selected as one of a certain number to share in this economy plan. We have set aside a definite sum for advertising purposes and it has been decided that a Universal in your particular home will serve this purpose to the best advantage.

We are willing to lose every cent of profit in furnishing you with a Universal, because it provides the simplest and most satisfactory way of demonstrating UNIVERSAL LIGHT to you. It will let you prove conclusively to your own personal satisfaction what a few nights with Universal will do for your home and your neighbor's home.

The use of this \$3.00 savings stamp will entitle you to a discount on the Universal for the actual amount of \$3.00. In so many words, this simply means you can get for \$7.00 what others get for \$10.00; and if you prefer a cash deal, you can earn a premium consisting of a beautiful artistic shade valued at \$3.00. This SPECIAL OFFER will permit you to obtain a Universal at less than wholesale on ten days' trial, NO MONEY DOWN—with a \$3 shade thrown in if you prefer the cash offer. Think it over! Figure it out again. You are offered a substantial discount on a no-money-down proposition, and a still bigger reduction on a cash, money-back transaction.

Stamp
here.

As mentioned above, only a limited number of these saving stamps have been issued. We must withdraw the offer the minute some one else accepts it in your locality. We are confident that your good business judgment will prompt you to immediately take advantage of an offer so unquestionably fair and good.

Hesitation and indecision are not money-makers. Don't let either one stop you from accepting an offer which gives you everything to win and nothing to lose. Stick the saving stamp to the Acquaintance Blank NOW, then mail promptly.

Yours for MORE and BETTER LIGHT,

Words can only describe—pictures can only illustrate, but a Universal in your home will prove to your own personal satisfaction that Universal is not the sign of a word, but the name of a service.

E

Dear Sir:

JOIN THE UNIVERSAL LAMP ADVERTISING CLUB AND PAY FOR YOUR
UNIVERSAL WITH THE OIL IT SAVES.

Here's something **DISTINCTLY NEW**, and to your advantage. I believe it will interest you. From a list of most carefully selected names, among which is yours, I am now organizing a Universal Lamp Advertising Club with a limited membership. Each member of this Club will be entitled to purchase a Universal at the wholesale price by paying after ten days' **FREE** trial only \$1 down and the balance in small monthly payments of \$1 each.

This new plan, the most liberal we have ever offered, will permit every member of this Club to secure a Universal practically without cost, for you pay the \$1 monthly only after the Universal has actually saved you that amount in oil and in the great amount of service and satisfaction you will have received by its use in your home.

As the name implies, I am making this unusual offer for Advertising purposes. I want a Club Member right in your neighborhood in whose home the Universal will be used. By joining this Club and receiving the benefits of buying your Universal at the Wholesale price and under these liberal credit terms, in return, you agree to show and explain the Universal to three of your friends and acquaintances.

My experience has proved that a Universal burning in a representative home such as yours causes such favorable comment because of the flood of pure white light that pours from its windows at night, that it is only a short time before many others decide that they too want their homes similarly lighted.

It may be when you receive your Universal and you realize what a boon it is to yourself and family, and you see the curiosity and the enthusiasm it creates in your neighborhood, that you will want the Agency and the profits of from \$200 to \$500 a month which it can easily bring. I will give you full agency plans when I receive your Application for membership and have shipped you your trial Universal. Others are making big money selling Universals either full or spare time; so can you.

You do not obligate yourself, however, to become our agent by joining the Club. Neither do you obligate yourself to keep the Universal I send you. You pay only after the ten-day **FREE** trial has satisfied you and then only \$1 down and balance at \$1 a month. Members of the Universal Lamp Advertising Club will be given the benefit of wholesale prices on any style Universal they may choose. Wholesale prices are shown at the bottom of the inclosed circular.

Membership in this Club will be limited. There is only a small number of Universals set aside for Advertising in this way. Those who mail their applications promptly may be reasonably sure to share in this

saving and get the advantage of buying on easy terms. Get your application in the mail today—it's to your advantage to do so.

Very truly yours,

45. A series of sales appeals designed to develop new business for a bank.

A

Dear Sir:

Do you know that there is a good, sound reason why so many of the largest business houses in this city have found our banking facilities worthy of cordial indorsement?

To be absolutely dependable in all business transactions, to make prompt collections for you at all times, to safeguard and watch over your funds as if they were our own, to give you sound advice in all financial matters—that is how we define the much abused word "Service."

These are strong claims, but we stand ready to prove every one of them, if you will only give us a chance to do so.

Very truly yours,

B

Dear Sir:

Are you financially prepared for the new opportunities that these times are bringing?

Is your financial condition sufficiently elastic to permit you to increase your present factory output, to hire more labor, to buy new equipment, and to erect new buildings, if necessary, without having to assume unnecessary risks, and without endangering in any way the present, sound financial condition of your business?

This question is one of momentous importance to you, and one you will do well to answer immediately and satisfactorily, so that you may be ready for the new business that is sure to come your way in the near future.

It has been our business to answer just such questions for our patrons for the past twenty years, and in such a way as would make them feel and know that their interests are essentially our own. Little wonder therefore, that during all these years we have developed a consultation service in this bank which is not only progressive, reliable, and confidential, but which is a safe and strong business-builder, and absolutely free.

We assure you it will be a real pleasure to us to extend the benefit of this service to you whenever you desire it.

Very truly yours,

C

Dear Sir:

Prompt and careful attention to small accounts is one of the oldest policies of this bank, and one that is strictly adhered to.

Why? Because it has been our happy experience to see hundreds of small checking and savings accounts grow to most respectable size in a comparatively short time.

For this reason we welcome small accounts. We have faith in small accounts because they have such a good chance to grow and because they have never yet disappointed us in any way. Small accounts in this bank are full of promise and full of LIFE.

Mr. Jones, it will be a real pleasure to you as well as to us to watch YOUR account grow, and to give it our most thoughtful and prompt attention—just as soon as you have opened it with us.

Very truly yours,

D

Dear Sir:

Delay in your collections means a positive loss of money to you!

When you leave your drafts, checks, coupons, and other valuable papers with us for collection, we take *quick* and *definite* action. That is why our Collection Service is so extensively used by prominent local business men.

They know that through our extensive banking connections all over the country we are able to collect satisfactorily on many papers that might give a bank with lesser facilities considerable trouble.

Moreover, they want immediate returns, so they ask us to collect for them, because we can save them much time and money in their collections.

If you want prompt, reliable collection service, try us. Let our Modern Collection Department work for you. It will pay you.

Very truly yours,

E

Dear Sir:

By opening a checking account with us, you will have—

A SAFE PAYMASTER

because our employees are instructed to exercise the utmost care in cashing checks drawn on the accounts of our patrons. Thus, losses from bad checks are eliminated; and your checking account is never in danger in this bank. It is 100% safe.

A CONVENIENT PAYMASTER

because whenever you pay by check instead of by cash, you save time and eliminate the possibility of making an error. Moreover, by our modern system of accounting you will be given a monthly statement of your account at the end of each month.

THE PLYMOUTH NATIONAL BANK is ready to act as your SAFE and CONVENIENT PAYMASTER! Are YOU?

Very truly yours,

F

Dear Sir:

The security of your business depends to no small extent upon the safety of your funds; and, in turn, the safety of your funds depends entirely upon the proper selection of the bank to which you entrust them.

Placed with us, your funds will have—

100% Material Protection

in our modern, strong, theft- and fire-proof vaults, in which millions of dollars have been kept in the past without the loss of so much as a single one; and which also contain the adequate, lawful reserves that we keep against all our funds.

Placed with us, your funds will furthermore have—

100% Personal Protection

in the hands of our officers and directors, whose long, successful business experience, whose sound judgment in all matters of finance, and whose absolute integrity constitute your as well as our best guarantee.

Don't you think it would be decidedly worth while for you to join the ranks of our numerous, satisfied patrons, and thus give your funds absolute protection?

Very truly yours,

G

Dear Sir:

You should open a checking account with us, because every check you draw on the PLYMOUTH NATIONAL BANK—

testifies to your good, conservative business judgment, creates confidence in the person who receives it, places you in the class of better "risks." In short, Mr. Jones, a checking account with the PLYMOUTH NATIONAL BANK is an efficient means of establishing credit.

These claims sound interesting, don't they? If we can prove them, isn't it worth while to investigate them? Just call Black 675, and make an appointment with me RIGHT NOW before you lay this letter aside. Please!

I'm waiting.

Very truly yours,

H

Dear Sir:

You will agree with me that close, intelligent coöperation between the business man and the banker is of vital importance to the future welfare of both.

The cordial, close business relations which exist between our patrons and us are largely the result of courteous, patient and honest effort on the part of the officers and directors of this institution to render banking service of a high character. Such service is conclusive proof to our

patrons that we are not only willing, but desirous of meeting them more than half-way in all their dealings with us.

We are writing this, because we feel sure that the establishment of better, closer business relations would really pay you. You will appreciate a *good* banking connection and the ability to use it effectively because both will be positive assets to you.

Why can't we get together?

Why not tell us by return mail?

We shall consider it a personal favor, and assure you that should an opportunity to reciprocate offer itself, we shall be more than pleased to do so.

Very truly yours,

46. A series of letters intended to sell cedar chests.

A

Dear Sir:

You have asked me to send you our book about Philomath Red Cedar Chests, and I'm mailing it right away.

Have you a Philomath in mind for your own use—a fragrant and sanitary Chest, in which to pack away your own clothes—something that is spacious and convenient and into which you can dive for things in a hurry—something which is also a handsome ornament to any man's bedroom, den or library? Or, do you intend buying one of these Chests with the object of making happy the life of some sweet woman? In either case, remember this:

Genuine Red Cedar—the treasure wood of our own Southern Mountains—from which these Philomaths are made, is of that imperishable quality which makes the Chest impervious to the wear and decay of time. Every year it will pay its original cost several times over in the absolute protection it affords against the destruction wrought by moths, mice, dust and dampness.

Apply this economical consideration to a business situation, and how long would you be, as a practical man of business, in placing in your office or factory any appliance or convenience that would reduce cost?

And the same urgency for economy exists in the home; the same keen, thoughtful methods ought to be employed to keep down household expenses.

But do not get the idea that these Chests are mere ordinary-looking, money-saving home conveniences for the safe storage of costly clothes, furs, woolens, bed linen and such things. They are something more, for they are articles of furniture as rich, rare and elegant as can be found in any man's home.

Glance over the testimonials which we are sending, and you will see

strong words of praise from people who appreciate exceptional quality, character and elegance, combined with economy, and we are satisfied you'll have something nice to say yourself, when the chest of your selection arrives at your home.

When you have selected your Philomath, it means you are going to order a home-furnishing that will last not for a few years, but for a century, and a piece of beautiful, useful furniture that will always possess a romantic, human-interest atmosphere for you and posterity.

Mr. Jim Nox, a very busy man, who is a directing force in a firm that is doing business all over the world, took the time not long ago to write me the things that a cedar chest suggested to him—the mental picture it painted. You have the time, I am sure, to read the thoughts of a big, busy brain—to feel the human throb of a big, busy man!

There are associated in my mind with a cedar chest, certain memories or retrospection. I think it is because so many families have a dower chest of cedar somewhere in the old home filled with treasures of the past—ancient garments laid away in lavender, the baby clothes of the first child, a few broken toys, perhaps the last garments of the husband or father. All these things have a sacred value to every woman, and I can picture now my own mother, on rainy days, fondly lingering among these treasures. To me, as a boy, they had a certain mystery that made them most alluring.

There is a train of tender associations connected with a Philomath Chest that I do not believe you would willingly leave out of your life.

You take no risk in mailing us your order. If the Chest you select does not come up to every expectation, if it is not perfect in every line and detail, if you do not think it is the money-saving home utility, we claim for it—send it back at our expense, and get the full refund of your money. Don't keep it unless you are absolutely satisfied. That's as strong as we know how to make a guarantee—positive and liberal enough for you to mail the order just as quickly as you can make selection from the catalogue.

Earnestly yours,

Note:

Nothing expresses true friendship like a Philomath. An ideal Birthday or Wedding Gift.

B

Dear Sir:

Listen to this! Listen closely! It will mean dollars to you!

On all orders received for Philomath Chests we will allow a DISCOUNT of 25 per cent from prices quoted in price list sent you with catalogue, also prices mentioned on all folders, including the one inclosed. The discount applies to our entire line for a LIMITED PERIOD ONLY.

Philomath Red Cedar Chests are solidly built, strong, beautiful, and above all else—MOTH-PROOF. A Philomath lasts indefinitely, pays for itself in what it saves and will prove the most practical and economical piece of furniture in your home.

If you want permanent and absolute moth protection, store your furs, woolen garments, blankets, plumes, etc., in a fragrant Philomath. Read testimonials from customers who have used Philomath Chests for years. For a Wedding, Birthday, or Graduation, a Philomath is the ideal gift.

Our guarantee is absolutely binding. There are no "ifs" and "ands" about it. Under our liberal FREE TRIAL OFFER, you have 10 days in which to decide whether to keep your Philomath. If the Chest is not absolutely satisfactory in every particular, we will refund your money in full, also transportation charges.

This SPECIAL OFFER is too good to miss. Don't wait. This is your opportunity to get a Philomath at greatly reduced price. Order now before the offer is withdrawn. Mail us your order today.

Yours for quick action,

C

Dear Sir:

WE RETURN YOUR MONEY IN FULL IF YOU ARE NOT SATISFIED
AFTER 10 DAYS' FREE TRIAL OF YOUR CHEST.

The most useful, money-saving and artistic piece of furnishing ever devised to brighten the atmosphere of home, lessen the cares of a busy housewife, and give its owner more pride and more delightful hours, than any other single possession, is a Moth-Proof Philomath Red Cedar Chest.

"Prove it"—are these the words I hear coming from you?

And as our literature and former letters apparently failed to impress you, there is only one way for us to prove that we are absolutely sincere in all the claims we make for the Philomath.

That way is for you to use in your home, any Chest of your selection for a period of ten days—without any cost, risk or expense on your part. Then after using it for 10 days, if you feel we have claimed too much for it, all you need do is to drop us a postal card or letter saying you do not care to keep the Chest, NO EXPLANATIONS are NECESSARY, and we will ask you NO QUESTIONS. It will be sufficient for us to know that you are not satisfied—and in that case, we prefer to have the Chest returned at our expense.

Let us place in your home, right under your own hand and eye, in some favorite room, where it will harmonize with other select furniture; put it where it will be handy to store away garments that you prize—a handsome, moth-proof, mouse-proof and dust-proof Philomath Cedar Chest—entirely at our risk and expense!

Show your willingness to meet us halfway in this matter by sending your order on the inclosed blank or any sheet of paper you have handy. Will you do this today?

Yours for economy,

Note:

The best gift for a Wedding,
Birthday or Graduation is a
Philomath Red Cedar Chest.

D

Dear Sir:

We will ship you on TEN DAYS' FREE TRIAL, your choice of our entire factory production of Philomath Cedar Chests.

We want you to see one of these famous Chests—to see the quality, craft work, dignity and tone that the name Philomath assures—to see right in your own home, entirely at our expense, the Philomath's daily convenience, usefulness, and economy.

The Philomath—made of genuine Southern Red Cedar—the treasure wood of our own Southern Mountains—is the only Chest fitted by nature to repel moths. It is a Chest of natural beauty, made of selected Cedar, showing to advantage the rich, beautiful grain of this wonderful wood. It will grow more attractive in your eyes the longer you have it. The high standard of design, workmanship and quality give to a Philomath a distinction peculiarly its own.

A Philomath is not a luxury. It is a necessity—an insurance against moths, mice, dust and damp. The initial cost is paid in one season's storage of clothes. Yet, the Philomath lasts forever—an heirloom for generations.

As a gift, nothing reflects more the spirit of the giver than a beautiful Philomath Chest. It carries through the years messages of love and devotion.

Turn to our Book of Chests and select the one you most desire. Then fill out order blank and return. It will bring you the Chest on trial. At the end of 10 days, if you are willing to part with your Philomath, we will send instructions for its return, and also pay return freight.

There is a place in your home that only a Philomath can fill. Mail your order today. You assume no risk or obligation.

Expectantly yours,

The best Wedding
or Birthday Gift
is a Philomath.

47. A series of letters designed to interest the reader in tractors.

A

Dear Sir:

Keeping up your farm profits to the standard of war times will be a big

job this year, but the Ideal and modern power farming methods offer the way. They'll help you to increase the yield of your present acres and give you the opportunity to cultivate more land without added cost.

Plowing, which is a typical example of the Ideal's working capacity, is covered fully in the folder inclosed. The Ideal's plowing pace is an acre an hour, ten acres a day, which you'll agree is a good day's work for three and sometimes four teams of horses. And Ideal plowing goes deeper than horses can plow, while the speed of 3 to 3½ miles per hour more thoroughly pulverizes the soil and so takes less time to put it into shape for seeding.

Besides that, Ideal gets into the fields earlier than horses, or tractors of other types, because of its broad, tank-type tracks and light, sure-footed tread. And it's at home on any kind of ground—soft, sandy, wet or hilly.

You'll clean up your plowing with the Ideal—and your discing and seeding too—a week or ten days ahead of your neighbors and it's then that you can bargain for the extra land which Ideal will handle or go out and make a nice profit plowing for your neighbors—a way in which hundreds of Ideal owners are helping to pay for their machines.

"Three-hundred acres of tough gumbo plowed in a month without even removing a spark plug and 300 acres of corn planted by May 15 for the first time in the history of the farm" is the report of an Iowa Ideal owner.

The same time-saving, cost-cutting basis will be established on your farm with the coming of the Ideal. Return the post card and we shall be glad to show you exactly how it can be done.

Yours very truly,

B

Dear Sir:

There are a lot of farmers who put their tractor in the barn when the plowing is done, considering that its usefulness is ended for the season—**BUT THEY ARE NOT IDEAL FARMERS.**

Ideal farmers taught us the truths which you will read in the folder inclosed. Thousands of them in this and more than sixty foreign lands have subscribed enthusiastically to the statement that "the Ideal does more than plow."

They know that Ideal's light tread and broad, sure grip will take it over the soft plowed ground and softer seed beds with a double load of fitting tools combining two operations, such as discing and cultipacking, discing and seeding, seeding and cultipacking, without faltering, without slipping, digging in or packing the soil.

They know the Ideal's usefulness, unlike that of any other tractor, grows greater as the work grows harder, and while their neighbors are struggling to finish their seed bed preparation in time to get any crop

at all, they are working steadily along, day in and day out at a 3½ mile per hour pace.

"With an 8 foot double disc and cultipacker my Ideal covers from 30 to 35 acres a day" writes a farmer from down in Texas, and Ideal owners are getting the same day's work right here at home.

When your plowing is done and you start discing and seeding, you just begin to appreciate the tank-type Ideal. It's a time saver and a money maker for any farmer. Mail the card and let us prove it to you.

Yours for greater tractor service,

C

Dear Sir:

With all due respect to your horses, or any other farmer's horses for that matter, they certainly have to be "handled with care" through the hot weeks of haying and harvesting. Right at the time when you need speed and unfailing endurance the most, they slow down and tire out in half a day.

It's then that the Ideal farmer gets the jump on his neighbor and makes the most of every daylight hour. But why repeat the story—you'll read how Ideal hastens the harvest in the folder inclosed, and there are pictures to prove it as you read.

When you buy an Ideal you get dollar for dollar in tractor power that is on the job every month in the year. You get the kind of power that speeds up the plowing, handles the discing and seeding in record time, hastens your harvest and does your belt work that horses can't do at all.

And it's well worth considering that the Ideal's ability to do all this work in a hurry, leaves time to take on more land or to work for your neighbor and help pay for your tractor with the money it earns.

But to get back to harvesting—in the great wheat country one Ideal farmer cuts 35 to 40 acres a day with a 12 foot header—on smaller farms, the Ideal does 20 acres a day with an 8 foot binder.

You'll soon be in the midst of harvest and a talk together now may be the means of saving your crop and cleaning up quite a bit of the Ideal's cost in your neighbors' harvest fields.

Don't you think that such assurance of greater profits is worth investigating? Then start by mailing the card.

Yours for a money-making harvest,

D

Dear Sir:

The farmer who is willing to put his horses on a treadmill will not be interested in this letter about Ideal belt work—but we know you are not that kind of a farmer.

That's why we inclose the little folder BETTER FOR BELT WORK and urge you to take the two minutes required to read it, just as soon as you have finished the letter and mailed back our post-card.

When it comes time for threshing, silo filling, corn shredding, feed grinding, wood sawing and all the rest of the long list of farm belt jobs, the Ideal owner doesn't worry about hiring an engine or buying one of his own for these special short-season jobs—he has ample belt power in the Ideal.

Better still he has economical belt power, for the Ideal delivers its power direct from the crank shaft and not through a train of power-eating gears and the Ideal's self-governed motor uses no more "gas" or kerosene than the load requires.

So many tractor salesmen spend all of their time talking about tractor plowing, as compared with horse plowing, that the farmer never comes to realize that belt work, which the horse cannot do at all, is just as important and equally as profitable as haulage work.

You won't go wrong in selecting the Ideal. Twenty-five thousand successful farmers have used the same good judgment before you. You cannot be sure of the profits you expect without new and modern power farming methods, but with them you're assured of success.

If you will mail the card we'll show you how the Ideal fits into your farming and saves you money.

Yours for a show-down on profits,

48. A series of follow-up letters sent to persons building homes.

A

Dear Sir:

We are pleased to note you are interested in the new way of heating.

There is so much to say about it, that we have arranged to send you a series of letters explaining just what can be done.

We have merchandised for over forty years and never have we offered anything that compares with the Winston Pipeless furnace for real merit. In fact it has practically revolutionized the heating problem.

People using them in the city have reduced their fuel consumption from one-third to one-half, besides having a uniform heat in every room in the house.

Through quick circulation, the Winston Pipeless furnace draws the cold air right off the floor, replacing it quickly with warm air, changing the air in the entire house on an average of every twenty-five minutes.

Kindly mail us a plan of your house, and look for another letter shortly.

Yours very truly,

B

Dear Sir:

Continuing our letter of recent date, the Winston Pipeless furnace is made with a heavy cast iron radiator which acts as a combustion chamber, consuming all the gases, most of the smoke, and the 25% to 40% heating element that usually goes up the chimney.

One of the greatest features is the fact that it does not heat up the entire basement, but distributes the heat evenly into every room in the house.

People in the city are taking out heating plants of various kinds and replacing same with the Winston Pipeless furnace.

Yours very truly,

C

Dear Sir:

The Winston Pipeless furnace is made to heat one or two story homes of any size.

The popular size is our No. 50 which has a firepot 22" in diameter and will burn any kind of fuel successfully.

Some people naturally think on account of having only one register in the entire house, it will not heat rooms evenly. This is a mistake however, as there is never a difference of over two or three degrees heat in any room.

We have recently contracted with one of the largest real estate dealers in this city for forty Pipeless furnaces to be installed as fast as the houses can be built.

If you have not already sent the plan of your house, mail it today and we will help you to locate the register.

Yours very truly,

D

Dear Sir:

We want you to read some of the letters we are receiving daily from satisfied customers using the Winston Pipeless furnace.

November 19, 1922,

Winston Company,
City.

Gentlemen:

You wished me to write you about the Winston Pipeless furnace installed by you in our home at 45 Warner Street.

Have waited some time in order to test it out and will say that it is all that could be desired. In our six-room house we can have a uniform temperature on both floors, and I also wish to state that our living room, dining room and kitchen can be made comfortable and remain

so for several hours with one fire and with considerably less fuel than a common heating stove. We are burning slab wood direct from the mill.

Respectfully,
(signed) Mrs. A. Castner,
45 Warner Street, City.

Yours very truly,

E

Dear Sir:

You have thirty days' free trial on the Winston Pipeless furnace before making your first payment.

You are also protected on price as we positively guarantee prices against a decline before the first of next month.

Remember the firebox is extra large and especially made to use any kind of local fuel.

Won't you come in and see this furnace demonstrated before making any other arrangements for heating?

Yours truly,

49. The letters given below are sent to housewives to interest them in an electric washing machine. They are written on blue, note-size paper, which bears a picture of a flying Bluebird in place of a letter-head.

A

Blue Bird Time
1 9 2 3

EVERY WOMAN KNOWS—

How washing tires her out,
How expensive the laundries are,
How uncertain help is these days,
How much she has to "wait on" them when they do come as promised.

AND ASKS HERSELF—

How can I get help that will stay?
How can I do it all myself?
WHAT am I going to do about it?

AND THE ANSWER IS—

A BLUEBIRD!
It washes clean!
It is easy to operate!
It pays for itself!!

Yours for happiness,

B

Blue Bird Time
1 9 2 3

It is a great mistake to think that servants are ever again going to be what they were a few years ago.

Times have changed! Just as every office has machines to do several men's work, so should every home have machines to do several women's work.

That is why we sell Electric Clothes Washers—we have to. The times demand it. The women demand it! And we are glad that it is so.

We like to feel that we have placed something in your home that will ease your work, lighten your burdens, and make life a little more worth living. That is why we make the terms so easy. The small cash-down payment is the only real expense. For the BLUEBIRD pays for itself by the savings it makes.

Come and see us about it, today.

Yours for happiness,

C

Blue Bird Time
1 9 2 3

You know about the BLUEBIRD.

We know about you. Can't we meet?

If you mail the inclosed card, we are sure both of us can say: "I am pleased to have met you."

Yours for happiness,

50. A series of letters sent to retail prospects for automobiles.

A

Dear Sir:

Who does not want to be the proud owner of an Automobile? Those who haven't a car yearn for one of their very own, and the majority of those who already have a car hanker after a new and better one. It is human nature, and we are all victims of it.

What is a more exhilarating feeling than to jump into a real he-man automobile, press the starter and glide away into the country, up hill and down dale, through cool woods and by fields sweet with the fragrance of blossoming flowers?

There is a wonderful satisfaction in driving a car that will respond to every whim of the master at the wheel—whether it be to suddenly leap to the front or creep along indolently at an idle speed. A car that will climb any hill cheerfully and silently except for the sweet sounding purr of a smooth running and efficient motor. A car that seems human, and to which one can really become attached with no little affection. A car that seems to say, "let's go," and that literally tugs at

the leash to be off, yet is calm, steady and considerate though its mistress or the younger members of the family be at the wheel.

Such a car is the NEW WANDERER, and you are going to hear more about this human automobile in the very near future.

Yours very truly,

B

Dear Sir:

Have you ever sat peacefully in a Pullman train and sensed that feeling of security at the powerful locomotive, ever obedient to the steady hand on the throttle, pulled steadily and swiftly on through the country? As the train struck an upgrade haven't you felt that giant iron monster literally "put its shoulder to it" and pull you over the grade with apparent ease?

You get that same feeling, but much more intimately when you sit at the wheel or in the tonneau of the NEW WANDERER. Six sweet-running cylinders that will respond to your touch and carry you along at barely a walking pace; or that will hum steadily and safely at better than a mile per minute.

The full power of the NEW WANDERER is obtained at ordinary driving speeds. You get the strongest pull at a low motor turn-over—60 horse power at 2200 revolutions a minute. This means that power is available *when you want it and where you need it.*

Behind the wheel of the NEW WANDERER you do not have to speed up on approaching hills as you do in a car in which the power is less evenly balanced. You take long grades and steep hills with equal ease.

You owe it to yourself to ride in a WANDERER. There is a dealer in your locality and he will gladly take you for a spin, and let you drive, if you care to. Shall we send you his name?

Yours very truly,

C

Dear Sir:

You wouldn't think of building a house on a foundation that would not sustain the weight of the structure, or last the life of the house itself. It is just as vital that the chassis frame of your automobile be of such proportions to warrant your car standing up under the severe strains and hard usage that are bound to be encountered.

WANDERER engineers literally have built safety and endurance into the NEW WANDERER. In this Balanced Six vital parts are generously over-strengthened to make doubly sure of the security of the man at the wheel and those who ride with him.

Naturally, over-strength means added life—longer service. And it means, therefore, that the depreciation over a given number of seasons is reduced to an absolute minimum. The superstrong frame of the NEW

WANDERER is a sure guarantee of the car's endurance. It is a sturdy, deep-section beam of channel steel, which eliminates body squeaks, smothers and absorbs the jars and jolts of rough roads.

The WANDERER is built for safety and endurance and behind the wheel you ride with a new sense of motoring ease and security.

Yours very truly,

D

Dear Sir:

The NEW WANDERER embodies a number of distinctive features that are usually found only on cars of much higher price—conveniences and refinements that add immeasurably to the efficiency of operation.

Surely it should mean something to you to know that to oil and grease your car you do not have to fuss with dirty grease cups, but you can lubricate the entire car in less than twenty minutes with the aid of the Francis High Pressure Lubricating System, and you do not as much as dirty your fingers in the operation.

A trouble light on the swinging door under the cowl illuminates either motor or ignition and you will appreciate this feature should you have occasion to lift the hood at night.

A motor-driven tire pump is always ready—you carry "FREE AIR" along with you.

These are but a few of the features that have won nation-wide popularity for the WANDERER—popularity that is daily adding new members to the rapidly growing "Fraternity of Satisfied Wanderer Owners."

Yours very truly,

E

Dear Sir:

In our previous letters we have told you about various mechanical features of the NEW WANDERER, but we have held until this time our really important feature; namely, the riding qualities.

Every leaf in the springs under the WANDERER is made of alloy steel with resiliency that literally smothers and absorbs the jars and jolts of rough roads.

All upholstery is fitted with genuine Garner springs covered with rich, long-grain leather, French plaited—springs that really seem to hug you as you sink into their luxurious depths. You ride *in* the seats, not on them.

These features coupled with the long wheel-base of this Scientifically Balanced Six insure riding qualities that make driving a real pleasure as well as an actual healthful benefit to you.

Yours very truly,

F

Dear Sir:

It is fundamentally essential that the mechanical features of an auto-

mobile be so perfected as to insure safety and endurance and economical operation the year round.

But in addition to the mechanical side it is equally important that the finish and appointments of the car be such that the owner can stand his car alongside of any other car irrespective of its price, and point to it with pride.

Over twenty operations are employed in finishing the bodies of the WANDERER which insures a finish that cannot be improved upon.

In appointment the WANDERER is complete in every detail. Inside and outside door handles, robe rail with nickel hand grips. THERE IS NOT A RUST SPOT ON THE CAR.

A one-man top with side curtains that open with the doors and bevel plate glass windows in the rear make it possible to convert your car into a real closed job for driving in stormy weather.

These are the outer symbols of the inner quality of the NEW WANDERER.

Yours very truly,

51. The letters printed below are used by a retail clothier to interest the reader in boys' clothing.

A

Dear Friend:

School will soon open. We hate to remind you of this. We know how hard it is for you to realize that your vacation is drawing to an end; but haven't you been thinking about it yourself?

Before long you will be meeting your school friends and swap stories about your vacation days. When you meet the first day in school, surely you will want to look all dressed up in a new suit of clothes. Have you heard about the EVERLASTO clothes that are advertised in the *Saturday Evening Post*? We have these suits in our store.

They have double thickness of cloth at the elbows, knees and seat, and are made especially strong at the pockets and with double sewn seams. EVERLASTO suits are so strong that they last six months without ripping or tearing. Think of it! Six months means way into February of next year.

Besides being well made they are stylish, too. The kind of clothes the real boy wants to wear to school and to parties. Come in and see these good looking EVERLASTO suits. We have them in your favorite color and in the size you want.

The new fall suits, shirts, caps, stockings, ties, etc., are all here and we want to show them to you and your folks as soon as we may.

Cordially yours,

B

Dear Mr. Byers:

How long since you were a boy? If you think back twenty or thirty years you can recall how you used to loiter home from school, and all the boys you knew did likewise.

Today your boy and his friends do the same thing. They're prompted by that inherent instinct to "scout around."

You'd be surprised to wander about with your boy in all the strange places that his adventurous spirit leads him. He knows the barns and garages and blacksmith shops, the boat landings, railway stations and the vacant buildings. He knows of places that you never see and don't even know exist. He is a born explorer, an investigator, and when he gets to scouting around and playing a game all thoughts of his clothes and how they're being treated are forgotten.

We have a most serviceable brand of boys clothes—EVERLASTO. As the name implies, these suits are built to give double the wear of any ordinary boy's suit. They're not play clothes but clothes your boy can wear to school and on special occasions, but made to withstand the hard usage to which boys subject their clothes.

Come in with your boy and look them over. Our large assortment of styles and patterns makes it easy to satisfy your individual tastes.

Very truly yours,

C

Dear Mr. Byers:

Do you know why boys dislike wearing overcoats? Well, the answer is simple. It is because they want to feel free; they dislike anything that interferes with their activities during the day.

At our store you will find the very garments that have all of the warmth and less of the weight of an overcoat. EVERLASTO Mackinaws—just what your boy wants for school and winter sports. They're light and warm enough for skating, sliding and sledding. They're made of all wool cloths, and Cravenette-Proofed to resist dampness, rain and snow.

You can dress your boy in one of these Mackinaws and enjoy the feeling of satisfaction that he is well protected against chilly winds and frosts.

We have a large stock of these Mackinaws in various patterns.

Come in and select one before the cold weather sets in. We also have gloves and winter caps.

Very truly yours,

52. A series of letters sent to agents and distributors.

A

Gentlemen:

We took care of our trade when the French & Manx factory burned

down and was out of commission for a year; and we have carried immense stocks throughout the entire war period—although you made holes in it, from time to time, that were hard to fill.

We have large supplies on hand now, come what may. So, you may safely expect us to continue giving good service.

Regardless of the perplexities and apparent difficulties—we are actually planning now, that, as our salesmen go out this week, with the new year proposition, it will be the greatest “opportunity” in Paints, Varnishes, Kalsomine, etc., that has ever been offered to that trade.

That is not optimistic exaggeration, but a carefully determined obligation.

Yes, it is a pretty large promise, but we believe you will be just as enthusiastic and as sure, as we are, when you hear the whole story.

We have repeatedly gone on record, with both the trade and our salesmen, that, if goods of better quality than those we now handle are obtainable, you should have them.

We know, and can prove, that Dryz Varnishes are the greatest line on the market; and we have notified the present owners of the French & Manx Company that our contract with them is to cease, and that we are going to make the best-of-all prepared Paints, at Fargo.

THE FAMILY HONOR

When Pantiro’s name goes on the can, we mean that the contents shall be worthy of the name.

Our reputation and our other goods, under that brand, must stand or fall with the Marswells paint, so, have no fear but what it will be the best that can be made.

Lining up with us, on this Pantiro paint, you will help us to put over more and bigger things, as the years go on.

What is good for the jobber should be good for the retailer. Certainly, if we have held, for 20 years, the biggest paint jobbing business in America, we know how to sell the goods, and if we already make the best paint in Canada, we know how to make them—and all that we can tell of what we know, is going to be given you, to make you, also, a better paint man.

We are going to take the mystery out of the paint business. We are going to lay the cards on the table, so that you will know exactly how to play your hand—that your customers shall understand that you know paint, how to buy it, and how to use it; and, having that confidence in your judgment, will come to you for more of it.

No, it is not an easy matter to throw away the efforts of 20 years in building up a good-will and trade for a manufacturer’s line; but, business

houses like individuals, must stick closely to their principles, if they expect to permanently succeed.

We hope our salesmen will report that you are for us, and with us, as long as we live up to the slogan, that Better Goods Make Better Customers.

We shall await your opinion of these new plans with interest.

Yours sincerely,

B

Gentlemen:

If you had been handling a manufacturer's line exclusively for 20 years, and the company sold out twice, and you could not find out who the actual new owners are, and your customers told you the goods were not so satisfactory as before, and your own investigation confirmed their criticisms, what would you do?

First, forgetting that the factory's new officers are strangers, and hoping that they appreciate the value of those 20 years of business relations, you show them the complaints; you prove to them where the goods are wrong, and you accept their promise that they will be brought up to standard.

But, when time after time the same thing happens, it goes to show that the manufacturer either cannot make the goods as you must have them, or doesn't want to.

What would YOU then do? Why, you would look around for another source of supply, wouldn't you?

If you were obliged to choose between handling a line of paint with the old F. & M. name, but with "different" contents in the can, or one with the good old F. & M. quality, or better, in the can, but with a different label, which would you prefer?

We have had that question to ponder over, for some months, now we have just decided it. We didn't toss pennies or consult a business doctor as to what the fates had in store for us.

Just as Providence or a hunch has guided us before, in preparing for breaks in alliances, when wrong ideas seized new owners of old concerns, so—for three years we had been carrying on a most extensive paint and varnish investigation and had developed a line of paints under our Pantiro brand.

These were made by French & Manx, subject to our inspection, acceptance or rejection, at Fargo.

After notifying the French & Manx Manufacturing Company that our 20 years' relations would terminate December 1, and that further conferences seemed useless, we called in the paint selling organization of all our houses and they are in the field, after a three weeks' intensive "schooling."

The floors of the buildings which we have purchased are now being filled with shipments of paint materials and cans.

Our representatives have just returned from the East with positive assurances that the milling machinery is on the way.

It is a great big undertaking, to assemble a mill, raw materials, cans, labels, shipping boxes, prepare advertising, color cards, paddle cabinets and what not—but great need brings great pressure.

We have good stocks on hand for tiding over—but the new goods will be ready, if Providence continues to favor us—barring fatalities—in plenty of time for your Spring delivery.

One year ago, at just this time, we broke ground at Montreal and this Spring, from a four-story, brand new concrete paint factory, we shipped out the best mixed paint to be found in Canada.

We've passed through some strenuous years, with that old F. & M. line; through panic, through fire which cleaned out every vestige of their plant, through war scarcity, strikes and freight congestions. We have stuck to them through thick and thin—and now to part, even with the new owners, is as regretful to us as it can be to any one.

We are throwing away 20 years' hard work spent in building up their business in this section; for, when we took on their line, they had practically no dealers in our territory.

For many years, we have been the largest paint and varnish jobbers in America; and we've maintained that position, with your coöperation—not to lose it now.

What we have learned of what people want, how they want it, and how to sell it, we will put into Pantiro's Paint.

You are going to buy Paint direct from the manufacturer, to be shipped with your hardware or other goods.

The "factory" Pantiro salesman is going to call every few weeks; you can sort up on sizes, shades, specialties, brushes, etc., every time you order—one shipment, no loss in shipping weight, no over-buying to "make weight," one order or one letter; one bill, one check to remit—and good friends to fall back on, if ever anything goes wrong, with Pantiro First Quality Paint.

Yours sincerely,

C

Gentlemen:

Our Paint Salesmen's Convention is now over, and the travelers have gone out to call on you, in the order of their route sheets.

It may be a few days or a few weeks, before you see our representatives; so, in case they are delayed, we do not want to leave it to any outsider, friendly or unfriendly, to tell you the facts of the new situation.

If there has been any one principle, more than another, upon which

the business of Pantiro was founded and has grown, it has been that of the right goods, and honest, square dealing with the trade.

"Better Goods Make Better Customers"

The experimental work that we have done for 15 years, in testing and improving steel, tools, lubricating oils, etc., has been, first, that we should know what was the best, why it was the best, and then get the best for our trade.

The markets of the world, you might say, are open to us.

What we did in tools, was paralleled in motor lubricating oils, and we will leave it to any one who is a competent judge, if we have not the finest motor lubricants in this western country, where we are the exclusive distributors. Four years of hard work are behind that claim of superiority, and our "machinery" for testing oils will measure, to the fraction of a horsepower, what any car will do, with different kinds of lubrication.

Three years ago, we began to test paints and varnishes, not only the goods we were buying and selling, but of every other creditable maker.

It was quickly discovered that our Canadian trade were not getting what they were paying for, or wanted, and we could find only one way of getting what they desired.

Just one year ago now, under high pressure, we began a four-story, reinforced concrete building at Montreal and installed the finest paint grinding and mixing machinery that we believe has yet been devised.

And that factory made deliveries this Spring, in season for their trade.

We did not, at that time, intend to begin the manufacture of paints at Fargo, but a kindly Providence must have been directing our hands, in preparing us for the situation which developed the first of the year.

The original owners of Root Varnish Company received a flattering offer and sold out 2 months ago, for 3 million dollars; and a few months ago the new owners of the Root Company purchased French & Manx for \$2,000,000.

The identity of the actual owners of these two companies, we have not yet learned. The old-time, leading men of both concerns are gone.

The new directors' methods of doing business, and their goods, have so changed that—to us—the old firms are no more.

In addition to their own brand, the French & Manx factory also made Pantiro Paint, in the Green Label Cans, under our formulas and specifications—designed to be better goods than the F. & M. line.

We could hardly demur at what they might wish to put up under their own label; but we did have the right to say what should be sold as Pantiro First Quality Paints.

Repeated rejections, returned shipments, and many conferences brought no satisfactory results—separation followed.

The few remaining independent, paint-making concerns left us no real choice, even if we did not prefer to enter the field, and give them all a race to see who can put out Better Mixed Paint.

The new Pantiro First Quality Paint, with the Brown Label, "carries our colors."

Some one must make it better than others; make it more economically, because of better facilities; sell it with less expense, and give the most intelligent assistance to their dealer distributors. We are aiming to be that one.

The rest, we'll leave to you and the future.

Yours sincerely,

D

Gentlemen:

If a man dropped down into your store, from the sky, told you he was from the Planet Mars, and offered you, exclusively, a new line of paint for your town, could prove to your satisfaction it was better than anything you'd ever seen or had before, with the price same as others—shipment to be made with your hardware goods—how long would it take you to grab the contract out of his hands, and say—where do I sign?

But, Pantiro is better than the man from Mars—Pantiro you've known for years—that removes the last fears from your mind as to whether its "too good to be true"—or, will they be able to make good?

Maybe you didn't know that Pantiro's is considered the strongest hardware jobbing concern in the world.

Did you ever hear that the Pantiro people had developed many factories—out of nothing, or less than nothing—bankrupts?

And, we have just wound up a year with a new Canadian paint factory and the first season's goods out, since Spring.

Why, this second venture isn't any adventure at all—just plain work with no unforeseen terrors—because the man who handled the job at Montreal is back in Fargo, looking after it all here.

A new concern, just breaking in, usually tries to have something better than the old-timers, to win friends for an untried article. Our bonus or premium with every package, will be all we can put into each can of Pantiro's Paint, to make it better than the old best.

AS TO ADVERTISING

There were 1300 millions of dollars spent last year in different forms of advertising.

You know a lot of that was spent on paint. You also know just how many sales of paint such advertising made for you.

Write us, if you will, what kind of advertising you like best, for your town and trade.

We don't want to spend a single cent wastefully, for what is spent on "literature," with emphasis on the "litter," can't be spent on the paint.

We aren't going to do any "general publicity" work—for we believe you can induce people to buy your goods, when we can actually and practically prove to you that you will have something better than they can get anywhere else.

And now we have a confidential question to ask. Do the women in your town have 90 per cent of the say-so about the paint that's bought?

We're planning how to help you sell more paint than ever before; and the first thing to find out is, who's boss, when it comes to telling what is to be done or not done, in painting?

No, we don't mean your wife, or any other paint dealer's helpmeet.

We mean—is your town full of the average kind of women who will only stand for unpainted, poorly painted, faded, dirty, ugly buildings or interiors, about so long, and then nag, pester and command "sir husband" to "get busy"—painting up.

TO GET THEM STARTED

Have you a women's club or church societies or any way of whispering to some of the leading ladies, that, on next night, if they will all get together at the hall or movie, or church, that you'll have a man come over who will give them the most interesting lecture they ever listened to—on making over things—no, not clothes, or anything like that, but making new-looking furniture out of old—how to make old houses look new and beautiful again, etc.

You are going to sell more paint that you ever did before, because you are going to know more about it. You'll like to talk it better, your trade will like to use it more—we're going to join hands in educating those new women voters—you and we—till they're prouder of their new painted houses, than of new hats, coats or shoes.

Those women are going to haunt the second hand stores, to buy furniture they can paint over—old attics will give up gorgeous and dainty color effects, kitchen chairs in new "costumes" will fill sun porches, and even their cement driveways may be painted green, with white curbs, to match the lawn.

Painting-bees will cause a scarcity in ladders, rope and trestles—old staid villages will bloom like a world's fair garden—sheds and garages will grow a bit of lattice work for a porch effect, a climbing vine on white or green trellis-ladders, will make ornaments out of eye-sores.

Why, we may even live to see the telephone poles painted—all with Pantiro's First Quality Paint.

Here's hoping you live to see it all come true and that you get your share of fun out of seeing it through.

Sincerely,

53. A series of letters sent to wholesale prospects for automobiles.

A

Gentlemen:

The Motor Car dealer who seeks top quality representation will do well to investigate the opportunity the NEW WANDERER offers.

There is sound, ever-growing demand for this Scientifically Balanced Six. WANDERER dealers everywhere report a healthy business—steady, consistent and above all, profitable.

As you are aware the WANDERER is not a new-comer in the industry. For the past five years it has been manufactured in ever increasing quantities at the parent plant here in Davenport, and during this time it has gained unprecedented popularity. This popularity is nation-wide and the demands of the South alone for the WANDERER have resulted in the establishing of a second plant in North Carolina, to take care of the Southern Dealers exclusively.

The splendid reputation which the WANDERER has earned and the growing demand on the part of men who know motor car values, are, indeed tributes to the superior value which WANDERER engineers have built into this Balanced Six.

There is an opening for a real, live dealer in your territory and we should be pleased to go into detail with you about the WANDERER dealer franchise.

Yours very truly,

B

Gentlemen:

Mr. F. Prant, our Vice-President and General Manager, came into my office yesterday and handed me a list, saying, "Here are the names of some dealers I should like to have represent the WANDERER, and I wish you would write them about the advantage of our attractive dealers' proposition."

Your name was on that list, and right now we are looking for a real, live dealer in your vicinity to represent the WANDERER BALANCED SIX, and share in the inevitable prosperity that is assured every dealer who is fortunate enough to tie up with the WANDERER Auto Corporation.

Our dealers' contract is a very liberal one, being drawn up along the lines of good business practice, and at the same time so constructed that it makes our dealers a part of our Organization.

We are wondering, if, in view of your knowledge of the automobile business and your ability to judge the wonderful qualities of our NEW WANDERER, you are interested in entering into negotiations with us relative to the sale of our car in your territory. We certainly would appreciate the opportunity of showing you through our new plant, and to have you make a thorough inspection of our new car.

In the meantime, we should like to have you write us as to the possibilities of our doing business with you, at the same time giving us an idea of the territory that you would like to handle, and, if possible, some idea as to the number of WANDERER cars you think could be sold in that territory, basing your estimate in accordance with your broad knowledge of your particular section.

Yours very truly,

C

Gentlemen:

If I were an automobile dealer looking for a car to represent, one of the first things I would determine would be the extent of coöperation given me by the manufacturer in the way of Sales Promotion and Advertising.

No doubt you have already noticed the smashing full page advertisements in the *Saturday Evening Post* and other publications of national circulation, which formed but a part of the extensive WANDERER advertising campaign. Large poster-size reproductions of the full-page *Post* ads have been sent to dealers each month. These posters have been displayed by our Dealers and they form an effective tie-up with our *Post* advertising.

In addition to this national advertising we are participating with our dealers in their local newspaper advertising. Many of our dealers have run special local newspaper campaigns, and we consider it part of our obligation to all dealers to help write and prepare these advertisements, and furnish them with cuts and electrotypes for the advertisements.

Our Advertising Department has prepared periodically new literature in the form of catalogues, folders, circulars, etc., which have been used to great advantage by our dealers as inclosures in their sales correspondence.

This help by our Advertising Department is just one part of the coöperation we are giving our dealers. When the car is delivered to you, our work is only starting. We do not consider the car sold until it is in the hands of the owner and final payment has been made to you for it. In other words, we help you sell the cars you contract for. Just another reason why you should be a WANDERER Dealer.

Yours very truly,

54. The following letters are used to sell advertising space in national periodicals.

A

Rates for advertising space in the fall issue of the *INTERNATIONAL WOMAN PATTERN QUARTERLY* are as follows:

Full page	\$500	} Full and half pages, only.
Half page	250	
Back cover	1000	
Inside cover	800	

As with other Rini Publications, the basic rate for the QUARTERLY is fixed at \$9 a page per thousand circulation. This means that the above rates are based upon a circulation of 55,000 copies. And yet every indication points to a far greater edition for the fall issue. The print order for the current number was 75,000 copies.

The INTERNATIONAL WOMAN PATTERN QUARTERLY is solely a presentation of pictures, diagrams and descriptions of the current Vogue Patterns—the most authoritative, distinctive and highest priced patterns made.

It is indispensable to more than 55,000 cultured women of means who achieve a distinctive and fashionable attire by supervising in person the making of their wraps, dresses and gowns. A study of the QUARTERLY'S pages focuses the attention of its readers upon the many articles of merchandise necessary to the completion of the wardrobe.

For the advertising of dress goods, fabrics, linings, trimmings, braids, ribbons, fasteners, hats, shoes, hosiery, undergarments and accessories too numerous to mention, the INTERNATIONAL WOMAN PATTERN QUARTERLY has proved a most logical and profitable medium.

Yours very truly,

P. S. The Standard Rate Card is enclosed.

B

Remember what every good railroad man did when he got his road back from the Government last spring?

He reopened his pre-war ticket office.

He reissued his pre-war time table.

He made plans to advertise.

Why? To reestablish the identity of his railroad in the mind of the public after three years of being buried under the Director-General and his standardized chicken-dinner.

Three years of buried identity! Some handicap! But the railroads hopped right to it and this fall the Great Big Baked Potato, and Phoebe Snow, and Every Hour on the Hour will again become familiar to us.

I don't need to talk the value of advertising. You know it. Nor the necessity for it. You know that, too.

There's just one thing I want you to remember. *400,000 families in this country have yearly incomes of over \$7,000. The Rini Group of magazines reaches THREE-FOURTHS of them at a cost of \$9 per page per thousand readers.*

Put that in your head and put the inclosed folder in your pocket; look it over on your way home. It's those 300,000 families who will buy most of your pink and green ticket yardage this year. Can you afford to overlook talking to them?

Sincerely yours,

P.S. *What the N. Y. Central's President says:*

"We purpose to discuss frankly with the public our policies, our ideals, our service, our equipment, our personnel. We want to retain old friends and make new ones on the basis of thorough knowledge and understanding. . . . Thus we can serve the public as it should be served by a modern, efficient railroad."

A. H. Smith in "Advertising & Selling."

C.

Dear Sir:

You know what's going to happen when the fares go up.

The reliable old saved-up-vacation-money crowd can't meet that raise. The sales managers are going to watch traveling expense accounts like hawks. You'll have to depend more and more on the moneyed class of people to whom twenty, forty, fifty dollars added to the cost of a ticket doesn't mean anything.

You'll need to advertise.

Where better than in the class publications that these same moneyed people read? Through which they are accustomed to buy. To which they look for travel information. To which they even write six or seven hundred letters a month, asking for new places to visit.

You can't get these people through the daily papers. Nor through the mass publications, except by paying for a lot of waste circulation that couldn't afford a one-way ride to Jersey City.

Nine dollars a page a thousand isn't too much to pay for a circulation among these moneyed people. There isn't any cheaper way to get at them, so far as I know. Nor any surer.

Forms for October 15th INTERNATIONAL WOMAN close September 5. Did you mislay that rate card I sent you? Likely so. Here's another. Schedule your space with us now.

Sincerely yours,

D.

Christmas Gifts Number on sale Nov. 20.
Holiday Number.....on sale Dec. 5.

Dear Sir:

Christmas....a buyer's market....and short stocks in the stores.

Christmas confusion twice confounded. More difficulty in finding the unusual, or even the usual. More trouble for the woman shopper to buy what she wants. More trouble for you to sell to her.

How are you going to get your Christmas suggestion to these eager but critical shoppers?

THROUGH INTERNATIONAL WOMAN.

For ten years, thousands of these women have been accustomed to use the Christmas Gifts and Holiday Numbers of INTERNATIONAL WOMAN, as a Christmas list. In a single day, they have intrusted INTERNATIONAL WOMAN'S Shopping Service with as much as \$3,500 to spend for them in buying furs, hosiery, sport things, handbags, blouses, through all the range of Christmas giving. How much more they have spent in direct orders by mail to advertisers, and in personal buying, heaven only knows! It must run way into the millions.

Show your Christmas merchandise in these two big Christmas issues of INTERNATIONAL WOMAN. There is no surer way of reaching—intimately, easily, without waste—the rich, feminine buying public at the Christmas season than through INTERNATIONAL WOMAN.

CHRISTMAS GIFTS NUMBER

advertising forms close October 20th.

issue on sale November 20th to December 5th.

HOLIDAY NUMBER

advertising forms close November 5th.

issue on sale December 5th to Christmas

POSITIVELY No COPY ACCEPTED AFTER CLOSING DATE.

Very truly yours,

E.

Dear Sir:

It is not an Interior Decoration Magazine—ALONE

It is not a Garden Magazine—ALONE

It is not a Building Magazine—ALONE

It is ALL this—and MORE. It is a magazine of HOME MAINTENANCE as well as of home making.

Read the inclosed copy of *Home and Surroundings*. Analyze it. Notice that it tells not only how to build attractive homes, modest or pretentious, and to plan their gardens—not merely how to decorate their rooms and select the furniture.

It doesn't stop there. It lives with the reader month after month, making new suggestions, adding another touch here and there to every room in the house from the bedroom to the kitchen—from the drawing room to the laundry.

This is the service which *Home and Surroundings* renders in every issue. It meets ALL of the problems of home owners. In every number it suggests new methods of management—new labor-saving devices—new equipment. And every suggestion it makes prompts another purchase by the reader.

This comprehensive service has increased *Home and Surroundings's* circulation from 52,000 to more than 76,000 in one year. *Home and*

Surroundings is selling home equipment to those 76,000 and more readers every month. Why wait longer to have it sell YOUR product?

Very truly yours,

55. Two letters to dealers:

TO THE RETAIL DEALERS:

Full success for the "Save the Surface" campaign calls for real coöperation from manufacturer, jobber and retailer. This thought must prevail "One for all and all for one."

1923 will be the greatest Paint and Varnish year in the history of your business, providing you will help along the following lines:

1. Have a "Quality" line of merchandise. Sales volume can be best obtained and maintained by pushing standard goods of known reputation.
2. Have a complete and attractive line of merchandise, ample stock, well put up and well displayed.
3. Extend service to your customers by advising them on the right kind of Paint, Varnish or Enamel for each particular job.
4. Use a definite selling plan, backed by local advertising. This will stimulate your entire business.

Our complete Valco line of Varnishes, Enamels and Specialty Finishes, is manufactured, merchandised, and advertised locally, according to the above standards.

Our Exclusive Agency proposition will interest you. We shall be glad to send further information giving proof of an attractive profit. Will you send for it?

Yours to make the new year the greatest
Paint & Varnish year,

56. Gentlemen:

FRAGRANT FRAGRINA

"The Money Maker For You"

IN 5 GROSS LOTS, you can buy Fragrina so as to make 90% Profit. (Even more in 25 gross lots.)

IN 2 GROSS LOTS, you can buy Fragrina so as to make 80% Profit.

EVEN IN 1 GROSS LOTS, you can buy Fragrina so as to make 60% Profit or more. Ask your Jobber, Buying Club Manager or Purchasing Agent.

Fragrina is widely advertised in national magazines of great influence. It retails everywhere for 35¢.

Post your clerks to push Fragrina. It has been successful for 50 years. Last year's sales a great increase over the previous year. This year's (1922) sales a tremendous increase over last year. But

watch 1923. It will continue the Record-Breaking increase. The Advertising is clever. The Sales Plan is successful. The Profits are Extremely Liberal.

In these days of general falling prices it is good to keep hold of a fixed priced, fast growing favorite, like Fragrina, and push it hard—your newspaper space; in your circulars and letters; on your cards; either Window or Counter Displays of goods; and by personal recommendation from every salesperson to every customer.

Buy Fragrina right. Push it right. Sell it right. Make a Right Profit.

Unprecedented increases in Fragrina orders, slow freights, storms—all warn you to send in **LARGER ORDERS AT ONCE**. You cannot over-buy Fragrina. Write for new Price List and Terms.

Very truly yours,

APPENDIX I

BIBLIOGRAPHY

(List of Books Consulted)

- Business Correspondence*, Vols. I, II, III (A. W. Shaw Company, Chicago).
- Modern Business Writing*, Charles Harvey Raymond (The Century Company, New York City).
- Better Business Letters*, Manly and Powell (Frederick J. Drake & Co., Chicago).
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APPENDIX II

OUTLINE FOR ANALYSIS OF SALES FOLLOW-UP LETTERS

- I. Introduction
 1. Purpose of analysis? Source of material?
 2. Brief history of business firm? (Who is the writer of the letters?)
 3. General selling policy? (wholesale? retail? mail-order?)
 4. Nature of product? (necessity or luxury? price? suitable for direct-mail selling or not?)
- II. Form and Mechanical Make-Up of Series as a Whole
 1. Stationery, colors, illustrations used? Typewritten or processed? One cent or two-cent postage used?
 2. Arrangement and make-up of six parts of letter?
 3. Inclosures used?
 - (a) Number with each letter.
 - (b) make-up as to illustrations, cuts, etc.
 - (c) Purpose of each inclosure.
 4. Size of letter suited to appeal?
- III. Plan and Make-Up of Series of Follow-Up Letters as determined by:
 1. Nature of the article?
 - article generally known—short series
 - article not known—new—long series
 - article for general use
 - article for specialist's use

2. Cost of the article?
 - high-priced—long series
 - low-priced—short series
 3. Margin of profit?
 - small—cheap make-up of letters
 - large—attractive make-up of letters
 4. Class of prospects and source from which names obtained?
 - advertising—prospects—long series
 - general list—not known to be in market—short series
 - adaption to reader—how secured?
 5. Time between letters?
 6. General purpose to be accomplished?
 - a. To get all possible orders within short time.
 - b. To exhaust list of names without regard to time.
 - c. To keep constantly in touch with prospects.
- IV. Appeals Used—Short circuit (emotional) or long circuit (reason-why), or both?
1. Summary of selling points used?
 - (a) Chief selling point.
 - (b) Other strong selling points.
 - b1
 - b2
 - b3
 - b4, etc.
 - (c) Special selling points.
 - c1
 - c2, etc.
 - (d) Weak selling points.
 - d1
 - d2, etc.
- V. Analysis of Letters
1. Of each letter.
 - No. 1
 1. The letter itself.
 2. Summary of each paragraph.
 3. General remarks upon the paragraphing.
 4. Summary of letter as a whole—
 - a. purpose?
 - b. selling points used?
 - c. manner of use?
 - No. 2
 - No. 3, etc.
 2. Summary of the series as a whole.
 - Final criticism—strong and weak features.
- VI. Four Functions of Sales Letter—How distributed in each unit of the series?

Where and how does letter function—

1. To win attention?
2. To stimulate desire?
3. To secure conviction?
4. To quicken action?

VII. Comparison with Follow-Up Letters Used by Other Concerns selling similar goods, as to:

1. Effectiveness of
 - (a) Mechanical make-up, etc.?
 - (b) General selling appeal?
2. Points of superiority or inferiority?

VIII. Conclusion: Final Criticism.

1. Impression series has made as a whole?
2. Strong and weak points of series?
3. Improvements suggested?

APPENDIX III

SUBJECTS FOR BUSINESS REPORTS

Most of the topics listed below will be found suitable for both brief as well as extensive study and investigation. Good results have been obtained by assigning a topic to the student at the beginning of the term or semester, he to turn in the completed report at the end of such time. Material for any one of these subjects is best obtained by interviewing local business men, or, where this is not practical, by writing to firms in various parts of the country. If business men are approached in the right way in this matter, they will, in most cases, be found willing to assist the investigator by giving him valuable data and actual letter material. Where the student has to write for material, he is given an excellent opportunity of testing the effectiveness of his letters in a practical way long before he leaves school to enter business.

The subjects given here are, of course, only suggestive. Wherever used, they should be suited to the needs and interests of the individual student, to the nature of his work in school, and to local business conditions. All, however, have been tested in the class room, where it developed that their investigation was of real interest and practical value to the average student.

1. An analysis of letters of application.
2. An analysis of letters of complaint and adjustment.
3. An analysis of replies to letters of inquiry.
4. A collection and analysis of artistically arranged business letters.
5. A collection and analysis of sales-promoting inclosures.
6. A collection and criticism of envelopes used in a certain line of business.

7. A collection and criticism of letter-heads used in a certain line of business.
8. A collection and criticism of sales-stimulating business stationery.
9. A comparison of letters written at the present time with letters written ten or twenty years ago.
10. A study of effective closing paragraphs based on a collection of paragraphs gathered first-hand.
11. A study of effective opening paragraphs.
12. A study of sales letters to farmers based on a collection of such letters.
13. A study of sales letters to women.
14. A study of the scope and value of courses in business English given by colleges and universities.
15. A study of the scope and value of courses in business English given by correspondence schools.
16. A study of the scope and value of courses in business English given by high schools.
17. A study of types of headlines and beginnings used in advertisements.
18. Books which the business correspondent should read.
19. Character in business letters.
20. Coöperation between dictator and stenographer.
21. Distribution of mail in large business houses.
22. Effective clinchers.
23. Business opportunities in the field of advertising and direct-by-mail selling.
24. Handling inclosures effectively.
25. How large mail order houses handle inquiries.
26. How certain business firms handle claims and adjustments.
27. How the letter can be made to aid the salesman in his work.
28. Labor-saving office machines used for turning out letters in large quantities, and their respective values.
29. Magazines which the business correspondent should read regularly.
30. Manuals, instruction books, and style sheets issued by business firms for correspondents, stenographers, and typists.
31. Mechanical means used to secure emphasis in business letters.
32. Methods of forestalling complaints.
33. Original and novel methods used in applying for positions.
34. Suggestion in sales letters.
35. Supervision and criticism of correspondence in business firms.
36. Systems of filing correspondence and their value.
37. Systems of filing correspondence used by local business men.
38. The advantages and disadvantages of using form letters.
39. The cost of the business letter.
40. The education and training of the business correspondent.
41. The general duties of the business correspondent.

42. The growth of the mail order business in the United States.
43. The scrap-book of the business correspondent.
44. The telegram as an aid to the writer of sales letters.
45. The typographical arrangement of business letters.
46. The use and value of testimonials in sales letters.
47. The use and value of color in business stationery.
48. The use of negative suggestion in letter writing.
49. The work of the Direct-Advertising Association.
50. Training copy writers.
51. Training dictators.
52. Training letter specialists.
53. Value of form letters in business.
54. Value of oral composition in classes in business correspondence.
55. What should the business correspondent read?
56. Writing letters to salesmen.
57. Woman's opportunity in the field of advertising and direct-by-mail selling.

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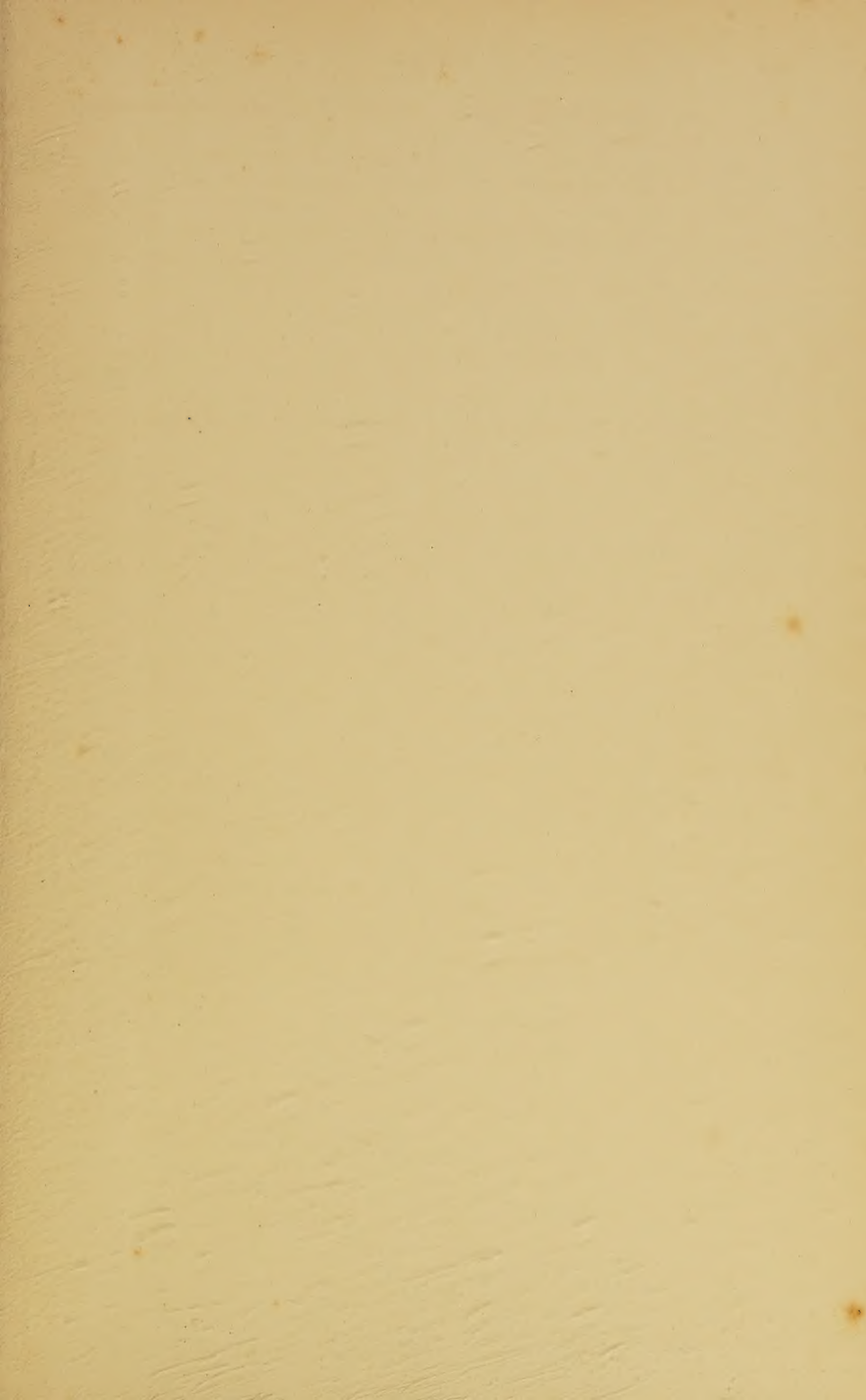
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